January 8, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Longtime MGH patient welcomes new arrival

From left, Hiyam Nadel, RN; J. Warren Harthorne, MD; Jennifer DiMartino (holding her son, Bobby); Michael Greene, MD; and Bob DiMartino.

Jennifer and Bob DiMartino are not so different from most parents elated over the arrival of their first-born. Jennifer's pregnancy was normal by anyone's standards, and her son was born Nov. 13 at the MGH. Jennifer, however, is not a typical MGH patient.

Jennifer began a long-standing relationship with the MGH one month after her own birth. She was diagnosed with congenital heart disease after the detection of a heart murmur. Mortimer Buckley, MD, of MGH Cardiovascular Surgery, performed Jennifer's first open-heart surgery when she was 3 years old; she underwent a subsequent procedure at age 17 and a valve replacement at age 23.

In 1992, when Jennifer's heart rate declined to 20 beats per minute, J. Warren Harthorne, MD, of MGH Cardiology, performed a submammary pacemaker insertion — a technique in which the pacemaker is inserted underneath the breast as opposed to a conventional implant placed in the upper chest just below the clavicle. This more cosmetic technique was perfected at the MGH.

When Jennifer married Bob two years later, it seemed unlikely that they would have children because of Jennifer's medical history. But accepting limitations is simply not the style of this 29 year old. When Harthorne first met Jennifer, what he discovered was a woman with "a feisty determination to lead a normal, unrestricted life."

Jennifer refers to her partnership with Harthorne as "a great turning point because he was the first person who was very positive about my having children." Harthorne has good reason for this optimism, because he participated in the management of one of the first successful open heart surgeries on a pregnant woman in 1966.

When Jennifer became pregnant, she was placed in the care of Michael Greene, MD, of the MGH Vincent Obstetrics and Gynecology Service, who specializes in high-risk pregnancies. "The pregnancy was the most wonderful experience of my life," says Jennifer. "Our son is a miracle and a blessing."

(Continued on Page 2)

Holiday spirit continues at the MGH

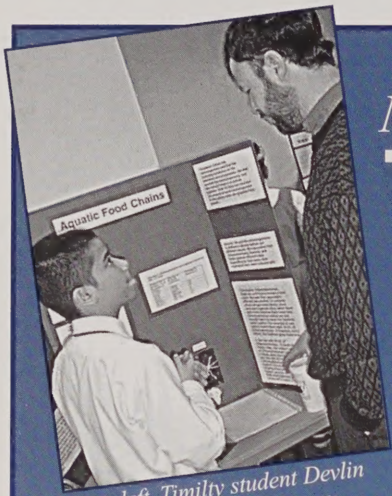
Instead of exchanging Christmas gifts this year, the Shaw family decided to pool their holiday giving spirit and donate the money they would normally spend on presents to the MGH Brain Tumor Center. The reason for their change of tradition is that family member Kelly Shaw is a patient at the center.

"It really gave us all a good feeling to give the money that we would normally spend on each other to help brain tumor research at the MGH," says Susan Shaw Dimaio, Kelly's sister. "The greatest gift of all would be for a cure to be found."

After completing 14 months of treatment, Shaw is doing well and says she hopes that the tumor diagnosed in December 1997 will continue to shrink.

From left, Kelly Shaw and her sister, Susan Shaw Dimaio

"Kelly is such an upbeat, cheerful person," says John Henson, MD, executive director of the MGH Brain Tumor Center and Shaw's neuro-oncologist. "I sometimes see her in our waiting room, encouraging other patients. She is such a positive influence on others despite what she has gone through."



From left, Timilty student Devlin Estrella and his mentor, William Rebeck, PhD, of MGH Neurology.

MGHers needed to judge student science projects

The MGH/Timilty Partnership seeks MGHers to judge student projects for the annual science fair at the James P. Timilty Middle School in Roxbury.

Volunteers are needed for the semifinal round of judging, which takes place at the school Feb. 1 to 4, 9 to 11 am, beginning with the eighth grade on Monday and finishing with the sixth grade on Thursday. Faculty from the Timilty's Science Department will select the finalists Feb. 5.

Students, who for the past four months have been developing projects with assistance from their MGH mentors, will display their work at the hospital Jan. 29, 9:30 to 11:30 am, in the Main Corridor.

The Science Fair Mentoring Program, sponsored by the MGH Community Benefit Office, receives major funding from the Howard Hughes Medical Institute.

Round-trip transportation from the MGH to the Timilty School will be available for those who would like to be judges at the science fair. To volunteer or for other information about the MGH/Timilty Partnership, call 4-3210.

— Longtime patient welcomes new arrival

(Continued from Page 1)

Jennifer and Bob have decided not to have more children because of a medical crisis that occurred when she experienced post-partum complications upon her return home. During a change in the blood thinning drugs necessary because of her replacement valve, Jennifer experienced persistent, life-threatening bleeding that the medical team worked four days to control, requiring her to be hospitalized again.

Since her successful recovery, Jennifer speaks with great poise and self-assurance about peace with the past and confidence in the future.

"The MGH is like my family," says Jennifer. "This hospital has been part of my life since I was 1 month old. I rely on my caregivers for so much. I trust them and owe it to them to keep myself healthy because they have invested so much in making me well." ●

MGH pediatrician authors resource for black parents

A myriad of issues arise during parenting, from infant health to child care options to discipline approaches. For black mothers and fathers, however, questions multiply to include concerns such as finding pediatricians who share their values, deciding whether to send children to all-black preschools and talking to young girls and boys about race and racism.

Anne Beal, MD, MPH, an MGH pediatrician, uses her clinical expertise and cultural wisdom to help parents answer these questions and examine other pertinent topics in her new book, *The Black Parenting Book: Caring for our Children in the First Five Years* (Broadway Books, January 1999).

Beal says, "My idea to write the book came from African-American parents looking for specific advice and saying there was no resource that addressed their unique concerns and challenges."

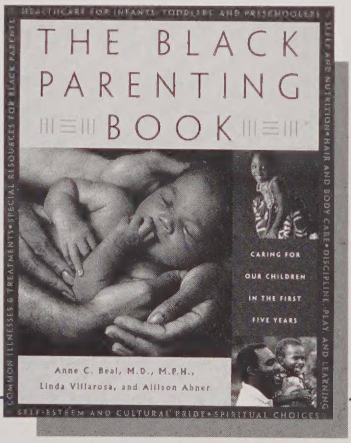
The first comprehensive resource to raising African-American children from infancy through the preschool years, this book provides important information about children's health and development and offers suggestions reflecting cultural realities to help parents raise children with a sense of heritage, self-esteem and racial pride.

The 432-page guide is co-authored by journalists Linda Villarosa and Allison Abner — who, like Beal, are all mothers of young children.

Beal adds that being a mother has allowed her to give the book a distinct perspective. "It is written not only with the voice of a pediatrician but also with the voice of a mother offering support as I talk about my own struggles as a parent," says Beal.

Beal is also known to readers nationwide as the "Doctor's in the House" parenting columnist for *Essence* magazine.

The Black Parenting Book will be available in bookstores throughout the country beginning this month. For more information, including author tour dates and book excerpts, a website is available at *www.blackparenting.com.* ●


HEALTHCARE FOR INFANTS, TODDLERS, AND PRESCHOOLERS
THE BLACK PARENTING BOOK
CARING FOR OUR CHILDREN IN THE FIRST FIVE YEARS
Anne C. Beal, M.D., M.P.H., Linda Villarosa, and Allison Abner
COMMON ILLNESSES & TREATMENTS • SPECIAL RESOURCES FOR BLACK PARENTS
SLEEP AND NUTRITION • HAIR AND BODY CARE • DISCIPLINE, PLAY, AND LEARNING
SELF-ESTEEM AND CULTURAL PRIDE • SPIRITUAL CHOICES

PARTNERS™

Samuel O. Thier, M.D.
President and Chief Executive Officer
Partners HealthCare System, Inc.

Professor of Medicine and
Professor of Health Care Policy
Harvard Medical School

An integrated
health care system
founded by
Brigham and
Women's Hospital
and
Massachusetts
General Hospital

Dear Colleague:

As the old year ends and a new year begins, I wanted to take this opportunity to review some of our accomplishments during 1998 and outline our goals for 1999. We are all working hard in a time of enormous challenges. In times like these, it is all too easy to focus solely on the tough tasks at hand and not take time to stop and recognize the fruits of our labor and our very real accomplishments.

We are just now marking the fifth anniversary of Partners' formation. Over that five years, we have accomplished much and have much to be proud of. In fact, last September, *Modern Healthcare* magazine put it this way: **"Partners HealthCare System set out in 1994 to preserve the medical cachet of its two leading institutions, protect its research and teaching superstructure, and attain a critical mass amid shrinking health care capacity. It has done so."**

Throughout December, we honored Partners in Excellence award winners system-wide for their contributions to our success. Each year, our Partners in Excellence winners serve as a reminder not only of our progress, but also of the fact that our people make Partners what it is. I want to thank them and everyone who works so hard every day for your significant accomplishments. During 1998:

- Overall, Partners **admissions grew 7.7%**. Acute sector admissions grew 9.2%, reflecting the affiliation of AtlantiCare with The North Shore Medical Center, as well as strong volumes at both the MGH and BWH.

- ***U.S. News & World Report*** **again ranked BWH and MGH on its Top 10** national honor roll. Partners hospitals ranked in the top 10 in 12 specialty areas, and **McLean, Spaulding and our joint venture partner Dana-Farber ranked high in their specialties** as well.

- **Our research program grew 11.8% to a record $408 million.** BWH and MGH continued as the top two independent hospital recipients of NIH funding in the country, while McLean ranked as the top recipient among private psychiatric hospitals. Meanwhile, we continue to work to integrate our residency and fellowship programs, which attract the top candidates worldwide.

- We've maintained our hospitals' historic commitment to the underserved and now dedicate some **$100 million per year to community benefit initiatives** that support innovative public health partnerships, strengthen community health centers and provide care for uninsured children and adults.

- While strong volumes have made our cost reduction efforts more difficult, we have nonetheless **decreased our cost per patient (CMAD) by 20%** in real dollars over the past five years. **Our cost reduction efforts now tally over $200 million.**

- The number of **physicians in the Partners Community HealthCare (PCHI) network grew by 71 to a total of 915**.

- **Faulkner Hospital joined our system**.

Thank you for everything you've done to allow us to compile this remarkable record.

Our goals for 1999 reflect an enhanced focus on innovations in patient care and on physician relationships. While these areas have of course always been a part of our day-to-day activities, this is the first time that they have been included explicitly as part of Partners' system-wide goals. This change reflects the conclusions of our senior leadership strategy retreat last summer, which identified integration and coordination of care and our relationships with our physicians and other clinicians as the central elements of Partners' strategy. As you know, effective January 1, George Thibault, M.D. is serving in the new position of Partners Vice President for Clinical Affairs to oversee these initiatives.

We've also re-doubled our efforts on cost reduction for the coming year. As the difficult FY99 budget process made clear, we face significant pressure on available resources. Like all other health care providers, over the next five years we will have to deal with huge cuts in Medicare funding (a $278 million loss for Partners) in tandem with even more pressures from HMO's. While we have made good progress on cost reduction over the past five years, it is imperative that we re-double our efforts in light of these challenges.

Partners Fiscal Year 1999 Goals

I. **Innovations in Patient Care**

II. **Physician Relationships**

III. **Cost Reduction and Budget Management**

IV. **System Alignment**

V. **Community Benefits**

VI. **Academic Mission**

VII. **Facility Master Planning**

VIII. **Employee Development**

Thank you again for everything you've done to contribute to our success, and best wishes for a happy and healthy New Year.

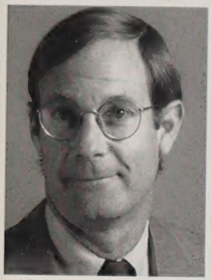
Sincerely,

Samuel O. Thier

Samuel O. Thier, M.D.

BWH names new chief medical officer

Anthony Whittemore, MD, chief of Vascular Surgery at BWH, has started 1999 as the new chief medical officer at BWH. He succeeds George Thibault, MD, who is the new vice president of Clinical Affairs for Partners HealthCare System.



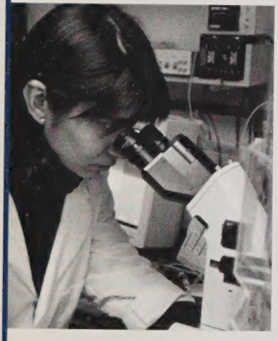
Whittemore

Whittemore, who trained at the Peter Bent Brigham Hospital in 1976 and became a member of the medical staff in 1979, will serve as the link between the hospital administration and medical staff as well as lead BWH's care improvement and quality assurance efforts related to physician and medical staff issues.

"Dr. Whittemore is an eminently accomplished and talented physician," says Jeffrey Otten, BWH president. "Equally, he has demonstrated remarkable success as an administrative leader during his tenure at BWH. Such a combination makes him well suited for the chief medical officer's position." ●

Claflin Distinguished Scholar Awards

Applications for the 1999 Claflin Distinguished Scholar Awards are now available for those interested in supplemental funding for research. Sponsored by the Executive Committee on Research and the MGH Office for Women's Careers, the purpose of the awards is to provide funding for junior faculty to sustain research productivity during the child-rearing years.



The awards will be given to two eligible candidates to cover up to $30,000 in direct costs per year over two years.

To qualify, MGH staff members must be MDs or PhDs with academic appointments at the instructor level or above at Harvard Medical School and must provide evidence of strong research training, productivity and a focus in either basic or clinical research.

Each candidate must submit a description of a research project in which she or he is the principal investigator. Candidates also must be responsible for the care of young children to be eligible.

The awards are named in honor of Jane D. Claflin, honorary MGH trustee, who originally chaired the Women in Academic Medicine Committee, which helps facilitate the academic careers of women in science at the MGH.

Applications must be turned in by Feb. 11 at 10 am to Research Affairs, Bartlett 3. Awards will be announced in March and will be effective April 1. For more information, call Karen Faria in Research Affairs at 4-2724.

Joan Fitzmaurice, PhD, RN, far right, director of Quality for Patient Care Services, accepted the "Best in Class" Consumer Satisfaction Award on behalf of the MGH at the 1998 Solution Point annual conference in Las Colinas, Texas.

MGH wins patient satisfaction award

The MGH recently won the "Best in Class" Consumer Satisfaction Award from Solution Point, a health information company that measures and predicts consumer demand, behavior and satisfaction in patient care. In the patient satisfaction survey, the MGH was ranked first for satisfaction with physician care and overall image.

The "Best in Class" awards program recognizes the top performing hospitals across the Solution Point client base for each of 16 areas involving consumer satisfaction, loyalty and outcomes as measured by patients. ●

McLean Hospital program receives grant

McLean Hospital's Adolescent Arts Incentives program recently received a $20,000 grant from the Massachusetts Cultural Council. The grant, along with $50,000 in matching funds from McLean, will help the program and its patients create and maintain collaborations with community organizations, mentorship programs and cultural arts facilities.

The program uses art therapy, expressive arts education and community involvement to foster a positive self-identity in adolescents undergoing psychiatric care at McLean. The grant has already funded such activities as a weekly creative writing workshop as well as visual arts, music, film and sports programs.

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WHAT'S HAPPENING

Fire safety training

All employees must attend one of the mandatory fire safety training courses to be held throughout 1999. The first of 12 classes will be held Jan. 19, 3 to 4 pm, in Burr 3 Conference Room, third floor, Bartlett Hall Extension. To schedule special classes for departments, call the Safety Office at 6-2425 or send e-mail to *safety.office@mgh.harvard.edu.*

The MGH Backup Center extends hours

The MGH Backup Child Care Center has expanded its hours to Monday through Friday, 6:30 am to 8 pm and Saturdays, 8 am to 2 pm. Weekday reservations can be taken beginning at 7 am, as early as seven days in advance. Saturday reservations will be taken starting the previous Saturday and throughout the week. Reservations also can be taken on the day care is needed. For more information, call 4-8414.

Martin Luther King Jr. Day

The MGH community is invited to celebrate the life of Martin Luther King Jr. as AMMP hosts "Dr. King's Legacy of Leadership." The presentation will take place Jan. 15, 8 to 9 am, in the first floor conference rooms, CNY Building 149, and again from 2 to 3 pm, in the MGH Chapel. The CNY presentation will feature speakers Thomas Glynn, Partners chief operating officer; Kathleen Asta, of Partners Finance; and Jill Burrows, of Partners Corporate Training. Speakers for the MGH Chapel program include James J. Mongan, MD, MGH president; Reverend Ana Ruth Higbee Barzola, MGH Chaplaincy; and Deborah Washington, RN, director of Diversity for Patient Care Services. Refreshments will be served at both presentations. For information, call 4-0928.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to
Victoria Brady, editor, at 4-6433 or
Emily Carr, associate editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the
Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

Saving for children's education

The Employee Assistance Program (EAP) will host "Strategies on Saving for your Children's Education," Jan. 14 at noon in Conference Room A, CNY Building 149. Bill Franklin, assistant vice president, Merrill Lynch, will provide practical advice about saving college education dollars. For information, call the EAP at 6-6976.

Schwartz Center Rounds

All MGH caregivers are invited to the Kenneth B. Schwartz Center Rounds Jan. 22, noon to 1 pm, in the Walcott Conference Room. This month clinicians will discuss their experiences participating in November's "Life of a Group" presentation — an MGH program that simulated a cancer support group. The power of support groups in cancer treatment also will be addressed. Lunch will be served starting at 11:45 am. To register, call 4-6862.

Employee smoking area relocates

Because of the installation of a new portable MRI unit, the employee smoking area outside the Founders House has been closed. Until a new smoking location is designated, employees may use the area in the WACC parking lot, adjacent to the bicycle rack storage area.

Gynecologic cancers seminar

"Gynecologic Cancers: Screening, Early Diagnosis and Prevention," a seminar for primary care physicians, OB/Gyns, medical oncologists and other interested clinicians will take place Jan. 30, 8:30 am to 12:15 pm, in the Jimmy Fund Auditorium, Dana-Farber Cancer Institute. Advanced registration is necessary. To reserve a place or for more information, call (800) 553-3787.

"What and When to Publish"

The Department of Medicine Academic Council presents the next of its Faculty Seminar Series, "What and When to Publish," Jan. 13, 8 to 9:30 am, in the Wellman Conference Room. The discussion will include such topics as timing of publications, journal considerations, authorship and "data ownership." Registration is not necessary. For more information, call 6-1774.

MGH Cancer Center programs

The Cancer Center Patient and Family Support Program will host the following presentations, noon to 1 pm, in the Cancer Resource Room, Cox 1: "What is Cancer Anyway?" Jan. 12 and "Resolve to Quit: Resources to Help Kick the Smoking Habit" Jan. 13. Patients, families, friends and staff are all welcome to attend. For information, call 4-1822.

International Program mailing list

The Partners International Program recently completed its first mailing to foreign alumni and physician colleagues regarding the happenings around Partners, including new research, innovative treatments and educational opportunities. To add an alum or colleague to the list, send names, addresses, phone numbers, fax numbers and e-mail information to *partnersinternational@partners.org.* For more information, call Cary Mazzone at 4-7695.

MGH/MEEI aerobics

Start the new year off right by joining MGH/MEEI Aerobics Program. Certified instructors lead workouts, which include step and hi/lo aerobics, weight training, toning and cool-down stretching. Classes, which are approximately one hour, take place in Ruth Sleeper Hall, Monday through Friday at noon, and Monday through Thursday at 5:15 pm. Beginning Jan. 13, a new muscle-toning class will take place every Wednesday. Lockers and showers are available. No registration is required and each class is $4. For information, call 4-7912 or 6-6990.

January 15, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

First leadership meeting of 1999 — addressing length-of-stay issues

Volume is high, admissions and outpatient visits are increasing, and the research program is flourishing, James J. Mongan, MD, MGH president, told hospital managers and department heads at a Jan. 13 leadership meeting. Yet the MGH faces challenges in the new year to reduce its length of stay (LOS), which has been higher than expected, and to continue to tighten its fiscal belt.

According to Mongan, the increase in LOS was a key factor in causing an operating loss of $4.1 million for the first two months of FY'99. Patient days were significantly over budget, which drove expenses higher without additional revenue and reduced capacity for other inpatient admissions.

This difficult news comes after a FY'98 operating surplus of $25 million, which was slightly less than the budgeted surplus of $28.4 million.

LOS, which had been budgeted at 6.2 days, was nearly seven days in October and November. While it has decreased somewhat in December, it is still significantly over budget.

According to Mongan, leadership and staff have been seeking the specific causes of the LOS increase. "By getting a handle on our length-of-stay issues, we should be able to stanch the bleeding and look into ways to make a transfusion to catch up to where we should be in our budget cycle," said Mongan.

Leadership groups have convened since October to diagnose the causes of the LOS increase, which include hospital operational delays (waiting for tests, imaging studies, echocardiograms and other treatments such as physical and occupational therapy), post-acute placement delays (delayed transfers to home care and rehabilitation programs) and physician practice patterns.

Remedies to these problems have already been implemented or are in the planning stages. Such efforts include increasing access to MRIs and CT scans *(see related stories below and Page 3);* reviewing and changing scheduling of echocardiograms

(Continued on Page 3)

Opening of new MGH imaging facility in Chelsea

A new CT imaging facility has opened in Chelsea, providing state-of-the-art, diagnostic imaging services to MGH patients on the North Shore and surrounding communities.

MGH Imaging-Chelsea offers the latest imaging technology including a newly released advanced computed tomography (CT) scanner from General Electric (GE) — the "LightSpeed" Qxi . A CT or "CAT" scanner combines X-ray and computer technology to allow physicians to view wafer-thin cross sections of internal organs.

MGH Imaging-Chelsea is one of the first locations in the country to install this type of CT scanner, which offers significant benefits over other available equipment — such as faster scans to decrease a patient's time in the scanner, higher resolution to produce better quality images, three-dimensional capabilities allowing more detailed analysis, and enhanced diagnostic capabilities for complex conditions. MGH radiologists will read the studies using online digital image transfer capabilities. Images also will be available to clinicians on the Partners network.

"There is a high demand for CT services throughout the hospital," says James Thrall, MD, radiologist-in-chief. "This new scanner will be an important relief valve to the hospital and will increase access for both inpatients and outpatients." The scanners at the main campus of the hospital are slated to be upgraded to the same level as the GE LightSpeed later in the year.

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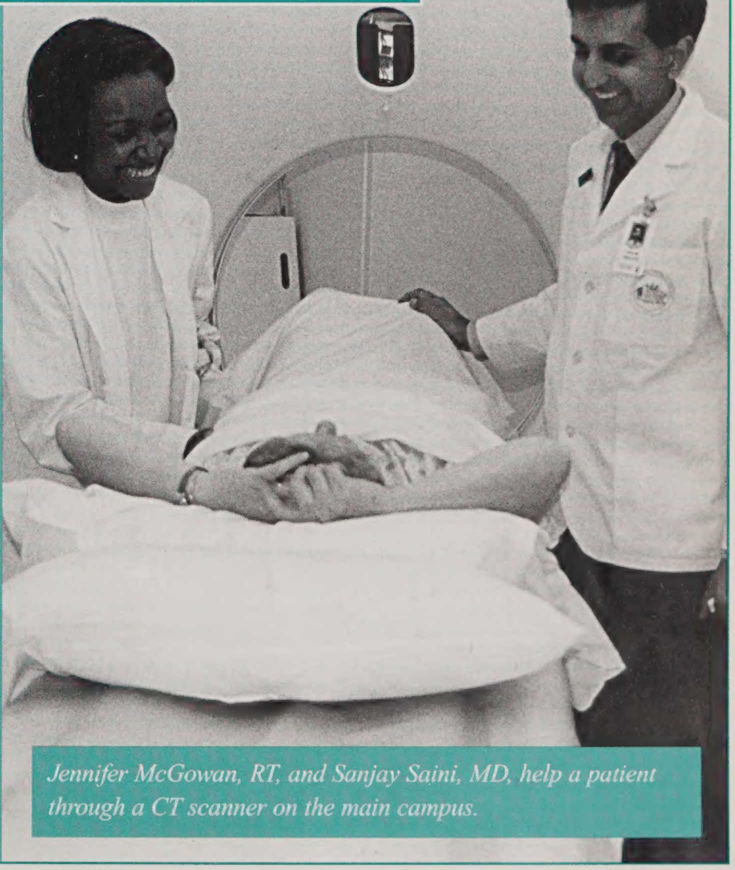


Jennifer McGowan, RT, and Sanjay Saini, MD, help a patient through a CT scanner on the main campus.

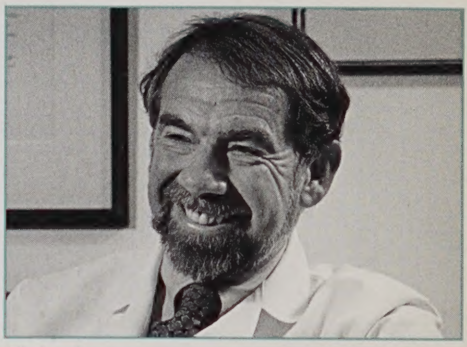
Thibault embarks on new journey at Partners

George Thibault, MD, is putting a lot of mileage on his car as he spends the first few weeks of his new job as the first Partners vice president of Clinical Affairs, meeting with colleagues, physicians and staff throughout the network. Like most new jobs, meetings and greetings are normal, but for Thibault, these encounters are essential and will continue in his new role.

"I see myself as a facilitator, an enabler and a communicator of the ideas that others generate," says Thibault. "In an organization as complex as ours, getting to know one another and getting everyone to appreciate the capabilities and opportunities at each of our sites is a major task. I hope to facilitate connections among all of the talented people to take full advantage of the richness found in each institution and throughout the PCHI network."

One of Thibault's main goals is to demonstrate that bringing together Partners institutions and physicians as a system will enhance patient care. To help achieve this goal, he will be working closely with physicians and administrators at the MGH to step up communications and collaborations among the Partners sites. He says he hopes to collaborate with staff to address improvements such as timely transfer of patients between institutions, getting patients back to community care sooner, disseminating technology more effectively, sharing research and improving communications systemwide.

Addressing issues involving patient care is key to Thibault's new role, and it is an area he holds dear. When he was a child he would accompany his physician father on house calls, an experience that inspired him to pursue a career in medicine. Since then, patient care and teaching have been the centerpiece of his medical career.


Thibault

After graduating from Harvard Medical School in 1969, Thibault embarked on what would become a long-standing relationship with the MGH. He completed his residency and was chief medical resident in the Department of Medicine. He later completed a cardiac fellowship at the MGH and held several leadership roles, including founding director of the Medical Practice Evaluation Unit, Medical ICU director, director of the Internal Medicine Training Program and associate chief of Medical Services.

After 20 years at the MGH, Thibault was appointed vice chairman of Medicine at BWH and chief of Medicine and director of Health Services Research and Development at Brockton/West Roxbury VA Medical Center. In 1995, he was appointed chief medical officer at BWH.

"It has been 10 years since I left the MGH, but it feels like I never left," says Thibault. "The institution and my teachers there have affected the way I think and the way I approach my work. I also still have many friends and colleagues there. This is like a homecoming for me."

Thibault has already started the process of cross-institution planning with the MGH by working with James J. Mongan, MD, MGH president, as co-chair on the Clinical Integration Implementation Committee to identify ways to enhance cooperation and coordination between the clinical departments of the MGH and BWH.

"I look forward to spending even more time at the MGH," says Thibault. "I have a very high regard for the institution and its physicians. The MGH has already achieved excellence in what it does, now within an integrated system, it can have an even greater impact." ●

Susan and Arthur Durante Award

To express their gratitude for the care they have received at the MGH, Arthur Durante and his wife, Susan, recently established an award to recognize staff whose work with cancer patients reflects outstanding compassion, caring and exemplary performance.

Arthur Durante, who has been a patient at the MGH since he was diagnosed with Hodgkin's disease 33 years ago, says he is glad to have reached the point where he finally can make this gift.

"When a nurse comes to your room, talks to you and touches you — that can make all the difference," he explains. "I hope this award recognizes those who go beyond their role to give patients courage, strength and hope."

The Susan and Arthur Durante Award for Exemplary Care and Service with Cancer Patients will be given each year to one clinical and one support staff member. Award recipients will each receive $1,000 for activities to promote their personal relaxation and respite.

Eligible candidates include such nonphysician staff as nurses, patient care associates, social workers, secretaries, dietitians, X-ray technicians and information ambassadors.

MGH CANCER CENTER
Arthur and Susan Durante

Nomination forms, which are available on patient care units, at the Gray and Cancer Center information desks and in the Cancer Resource Room, may be submitted by employees, managers, patients and families until Jan. 22. Final recipients will be recognized at an award ceremony March 31.

For more information, call Carol Camooso at 4-7306.

— Leadership meeting

(Continued from Page 1)

and therapy sessions; facilitating the transition of patients between the MGH and post-acute-care facilities such as Spaulding Rehabilitation Hospital; and evaluating management of patient care with physician practices.

Mongan concluded by saying that he hopes the recent changes will bring LOS down to 6.5 or 6.4 days this month. "We have met challenges such as this before, and we can do it again," said Mongan.

At the leadership meeting, Mongan also discussed other key issues that senior management has identified as priorities for 1999, such as information systems, prospects for a new ambulatory building, customer service enhancements, continuous Operations Improvement initiatives, and the continued broadening of diversity and culturally competent care throughout the hospital.

The meeting concluded with a presentation by Sally Millar, RN, director of Clinical Support Services, about the new Maxwell and Eleanor Blum Patient and Family Learning Center to be opened in March. ●

Leadership changes in Partners Finance

Partners vice president of Finance and former MGHer Cathy Robbins will be taking a sabbatical to work on health policy issues at the Heller School at Brandeis University. Beginning Feb. 1, Peter Markell will be assuming responsibilities as permanent head of Partners Finance. Robbins was the MGH chief financial officer and senior vice president before becoming the first vice president for Finance when Partners was created in 1994.

"Cathy's contributions during her 19 years at the MGH and Partners are well-known, and as Partners first vice president for Finance, no one has worked harder to help get the system off the ground," says Partners President and CEO Samuel O. Thier, MD. "Thanks to her and her staff, we now have a coordinated, consolidated budget and finance infrastructure to support our activities."

James J. Mongan, MD, MGH president, says he has valued the opportunity to work with Robbins. "Her skills and expertise were greatly appreciated, and I'm sure she will be missed by all who worked with her," he says.

Markell served as interim chief financial officer at the MGH from May 1995 to June 1997. He has been with the accounting firm Ernst & Young since 1977 and was named as a partner in 1988. During his tenure there, he has held positions of increasing responsibility, including serving as partner on the MGH audit.

Mobile MRI begins operation

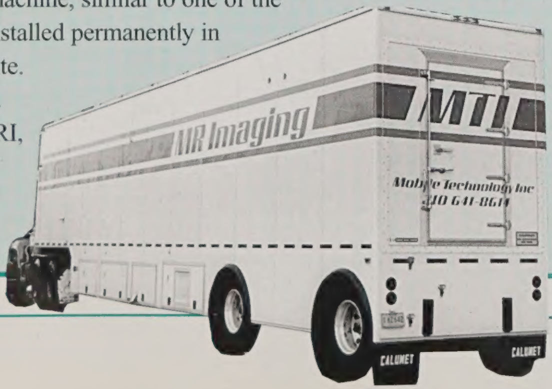
The first of two new mobile MRI scanners, accessible from the first floor of the Founders Building, began serving patients this week. The mobile scanners will be used for approximately one year while the Radiology Department builds its new MRI suite on Ellison 2. The second scanner is scheduled to arrive in March.

According to Patrick Jordan, administrative director of Radiology, the interim mobile scanners will increase the hospital's MRI capacity during construction on the new suite. The interim scanners will serve an additional 9,000 patients, reduce the inpatient and outpatient backlog for MRI services and generate net revenue for the MGH.

The new MRI suite will house two permanent MRI scanners in addition to the one currently in use. Construction on the suite is expected to begin at the end of January.

The mobile scanner on Founders is a new state-of-the-art, high-speed imaging machine, similar to one of the scanners to be installed permanently in the new MRI suite.

To schedule a patient for an MRI, call 4-XRAY (4-9729).



— Opening of imaging facility

(Continued from Page 1)

According to Sanjay Saini, MD, director of CT Services, the new scanner is more patient-friendly because it shortens the time required for a scan without compromising image quality. The new scanner allows physicians to capture images of a patient's anatomy up to six times faster than traditional scanners, reducing time for full-body scans from several minutes to a 20-second interval. In emergency situations, the time saved can be critical. Thrall added that increased access to CT services and improved productivity will ultimately contribute to reducing the overall cost of care by reducing patients' length of stay in the hospital.

MGH Imaging-Chelsea is conveniently located across from the MGH•Chelsea HealthCare Center, at 100 Everett Ave., off Route 1 near the Tobin Bridge. According to Thrall, the Chelsea location will save considerable time and effort for North Shore patients, who can avoid traveling to the main campus while still receiving high-quality MGH care and subspecialty expertise.

Examinations may be scheduled by calling 4-XRAY (4-9729). For further information, contact Kevin Sweeney, senior project manager, at 4-8519 (pager 3-4149).

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WHAT'S HAPPENING

No shuttle service Jan. 18

Shuttle buses will not operate on Martin Luther King Jr. Day, Jan. 18. For more information, call Partners Transportation at 6-2250 and press "2" to speak with a representative.

MGPO special meeting

All MGPO staff are invited to attend an open discussion about Partners governance Jan. 21, 5 to 6:30 pm, in the O'Keeffe Auditorium. James Richter, MD, MGPO medical director, will moderate a panel of physicians. Discussion questions may be submitted in advance by calling 4-8098 or sending e-mail to *mcassamas@partners.org.*

PeopleSoft training

PeopleSoft online requisition classes are being offered through March 30, Tuesdays, 8:30 am to noon, in Founders 634. All participants should have a working knowledge of Windows software. To sign up for training, call 4-1388.

Weight management

MGH Nutrition Services once again will offer a 10-week weight management class "Winning at the Losing Game," taking place Mondays, beginning Jan. 25, from 5:30 to 7:30 pm. The class will cover such topics as nutrition, behavior modification, lifestyle changes and exercise. The class costs $185 for employees and $195 for the general public. Space is limited. To register, call 6-2779.

Coordinating clinical research

The Clinical Research Program will sponsor "Clinical Research Coordinator Workshop — Conducting Clinical Research Studies," a class for entry-level coordinators, Feb. 8, 8 am to 5 pm, in the Burr 5 and 6 conference rooms, third floor, Bartlett Hall Extension. CEUs are available. For registration materials or for more information, visit *www.crnet.mgh.harvard.edu* or call 6-1669.

Spaulding hosts marathon clinic

Five clinicians from Spaulding will offer a clinic to help runners train for this year's Boston Marathon. "How to Run your Personal Best" will be held Jan. 23, 9:30 to 10:30 am, at the Spaulding Neighborhood Rehabilitation Center at Copley Square, 410 Stuart St., Boston. The clinic is open to the public, but space is limited. A $5 donation to support Spaulding's Run for Rehab Marathon is requested. To register, call 573-2921 by Jan. 20.

Ethics and spirituality in hospitals

The MGH Ethics Task Force invites employees to attend its next presentation "Ethics and Spirituality in the Hospital Setting" Jan. 27, 4:30 to 6 pm, in the Ether Dome. For more information, call 4-8077.

1999 Partners calendars

Employees may pick up free 1999 Partners in Excellence Award calendars in the MGH Mailroom or at Corporate Training, 185 Cambridge St., Charles River Plaza.

Dietetics staff Megan Jones, Maureen McKenna, RD, and Bea Gutierrez will help make up the new team at the Blossom Street Cafe.

New Blossom Street Cafe caters to needs of patients, families and staff

MGH's newest food service, the Blossom Street Cafe, opened for business Jan. 5 in the Cox Lobby, offering patients, families and staff a convenient place to pick up a light meal, snack or beverage.

The menu features a selection of nutritious and small-portioned food items made especially for patients who may be experiencing changes in appetite and taste resulting from various treatments. Protein-fortified items include muffins, soft-serve yogurt, half-sandwiches and low-fat cookies. Beverage supplements such as *Ensure* and *Resource* also are available.

Blossom Street Cafe serves a regular menu that offers a selection of bagels and pastries, salads, sandwiches, desserts, fruits and a variety of cold and hot beverages, including cappuccino. The daily menu is posted outside the cafe.

Blossom Street Cafe is open Monday to Friday, from 7:30 am to 3 pm. The phone number is 6-2056.

MASSACHUSETTS
GENERAL HOSPITAL

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Submit news tips and story ideas to
Victoria Brady, editor, at 4-6433 or
Emily Carr, associate editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the
Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

January 22, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Health Insurance Access Program helps MGH patients

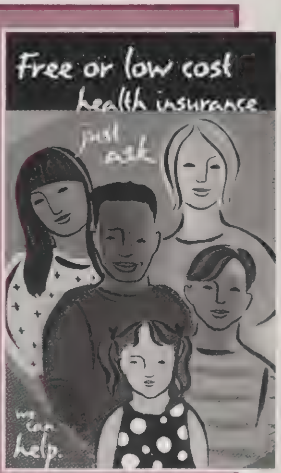
Peter Brooks has had a host of health problems over the last decade — a lung disorder, a ruptured small intestine, five bypass surgeries and a series of additional cardiac problems. After his first hospitalization at the MGH in 1986, when he was in a coma for a month because of the lung disorder, he worried not only about getting better but also about how to pay for his lengthy hospital stay.

Brooks was one of the thousands of uninsured patients that the MGH treats each year. For many years, his care was paid for by the free care pool, a program funded by hospitals, insurers, the business community and state government to help reimburse providers for medically necessary care when no other health care coverage is available.

The MGH provided $32.1 million in free care last year, making it the third-largest provider in the state following Boston Medical Center and Cambridge Hospital.

In recent years, funding for the state's free care pool reached a crisis. The private sector's contribution was capped by the state at $315 million, requiring hospitals to bear the remainder of costs — a total of $500 million in fiscal year '97. Legislation was passed in 1997 that required insurers and state and federal governments to contribute more to the pool to help share the costs of caring for the uninsured.

To better serve uninsured patients and to improve reimbursement for their care, the MGH launched a new initiative in 1998 to help these patients gain access to publicly supported health insurance programs. These programs include MassHealth, a state and federally supported health insurance plan formerly known as Medicaid, and the Children's Medical Security Plan, an insurance plan for children up to age 19.



HIAP's new brochure

Through the Health Insurance Access Program (HIAP), the MGH Office of Patient Financial Services expanded, increasing its ability to identify and counsel uninsured patients and help them enroll in various government programs.

"We believe that helping our patients access health insurance coverage will improve their overall health care experience," says Allison Rimm, director of the Office of the President at the MGH. "In its first year, HIAP has already been successful

(Continued on Page 2)

James J. Mongan, MD, president of the MGH.

Celebrating the legacy of Martin Luther King Jr.

MGHers gathered in the MGH Chapel for a service of reflection and song to honor the life and work of Martin Luther King Jr. on his birthday Jan. 15.

Sponsored by the Association of Multicultural Members of Partners (AMMP), the event featured several MGH speakers who talked about King's legacy. Kim Clarke, AMMP membership chairperson, welcomed the audience and gave a short biographical summary of King's life. Rev. Ana Ruth Higbee Barzola, of the MGH Chaplaincy, discussed King's role as a religious leader; Deborah Washington, RN, director of Diversity for Patient Care Services, reflected on King's dream for equality; and Denella Clark, AMMP chairperson, gave the closing remarks.

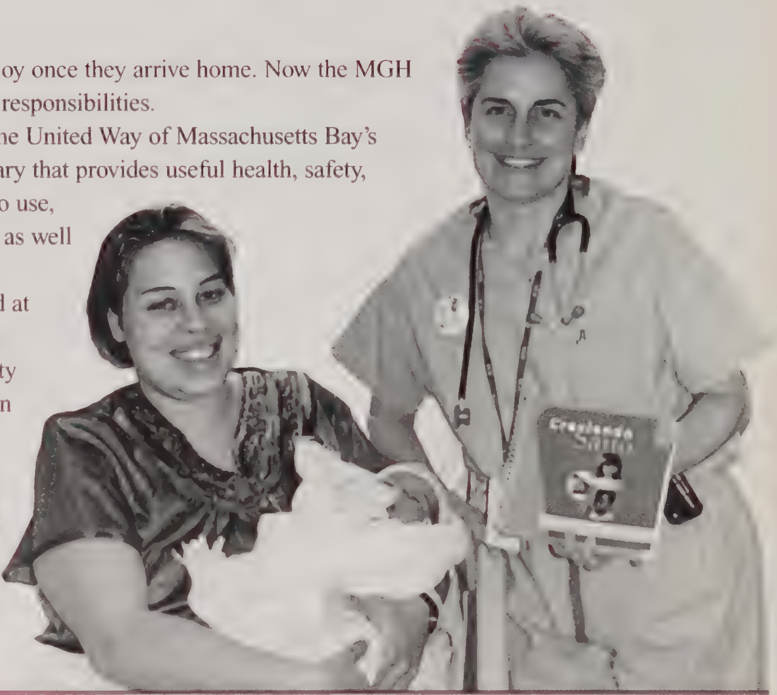
(Continued on Page 3)

Life's little instruction book

Many new parents have questions about their bundles of joy once they arrive home. Now the MGH is providing a resource guide to help parents with their new responsibilities.

Created by the Massachusetts Department of Public Health and the United Way of Massachusetts Bay's "Success by Six" initiative, *Growing Up Healthy* is a child health diary that provides useful health, safety, child development and parenting information. It is easy for parents to use, with pockets for official immunization records and other documents as well as a resource list of family support services.

Available in English and Spanish, the diaries are being distributed at birthing hospitals, WIC programs, home visiting programs, adoption agencies and pediatric practices. The Partners HealthCare Community Benefit Program is one of the sponsors, along with the city of Boston and Tufts Health Plan. All birthing hospitals and most pediatric practices in the Partners system now have the diaries available.



Celia Mercado, left, holds 1-day-old Alexandrea as Lisa Stellwagen, MD, medical director of the Newborn Nursery, presents her with a diary.

MGHer presented with honor from city of Revere

Dennis Ausiello, MD, MGH physician-in-chief, recently was presented with a certificate of merit from the city of Revere at a special ceremony.

The highest honor bestowed by the Revere City Council, the award was presented to former Revere resident Ausiello in recognition of his achievements in academic and clinical medicine. He was the 56th recipient of the certificate of merit since the award's inception 46 years ago.

Ausiello also was recently named to the Institute of Medicine, one of the highest honors in the medical field.

Ausiello, second from right, accepts a certificate of merit from (from left) Revere city councillors Paul Guonfiglio and George Colella and Revere Mayor Robert J. Haas Jr.

—Health insurance

(Continued from Page 1)

in connecting patients to insurance coverage they didn't even know they could receive. To continue the success of this program, we want to encourage our employees and staff to refer uninsured patients to Patient Financial Services to maximize its services for our patients in need."

Since the HIAP expansion in April 1998, Patient Financial Service counselors have helped approximately 7,500 uninsured patients enroll in MassHealth and other programs. In addition to improving services to MGH patients, the program also helps the hospital comply with a state law that requires screening of all free care patients for eligibility in other programs.

Since Brooks' first admission to the MGH, he has relied on the assistance of counselors in Patient Financial Services to have his hospitalization covered without worry for future payment. He now is enrolled in MassHealth and is one example of how the expansion of HIAP can help MGH patients. "[The counselors] have taken care of all the paperwork and applications for me," says Brooks. "They have been a wonder, helping me to take care of everything."

Patients on the main campus may visit Patient Financial Services in the WACC lobby between 8 am and 5 pm or call 6-2191. Patient Financial Service counselors also are available to patients at the MGH health centers, including Charlestown, Chelsea, Revere and Boston Evening Medical Center.

For HIAP informational materials or to schedule a presentation about HIAP for departments or physician practices, call Peggy Meehan at 6-5018.

January 1999 Supporting the MGH research mission

RESEARCH Perspectives

Clinical research holds key to future of patient care

Elaine Berry knew it was a matter of time. All of her adult relatives had developed type 2 diabetes, the most common chronic disease in the United States. Berry had made it to her early 40s without becoming diabetic, but she knew her family history and the difficulty she had controlling her weight meant she was almost certain to become one of the more than 15 million Americans with type 2 diabetes.

CLINICAL RESEARCH IS A CRITICAL STEP IN TRANSLATING THE NEWEST SCIENTIFIC INSIGHTS INTO PRACTICAL APPLICATIONS THAT WILL BENEFIT PATIENTS.

Then Berry heard about the MGH Diabetes Prevention Program (DPP), part of a national study to see whether a specialized treatment program could actually prevent at-risk people from developing full-blown diabetes. While the ultimate cause of type 2 diabetes is still a mystery, scientists have learned a lot about the development of the disease, in which the insulin secretion fails to keep pace with increasing insulin requirements.

David Nathan, MD, director of the MGH Diabetes Center and national chairman of the DPP, explains that diabetes is the endpoint of several years of metabolic abnormality. A critical stage is the development of impaired glucose tolerance (IGT) — elevated blood sugar levels — which places affected individuals at a 50/50 risk of going on to type 2 diabetes. The premise being pursued by the DPP is that starting people with IGT on drugs known to lower blood sugar levels or changing their lifestyle to decrease weight and increase activity might prevent their

(Continued on Page 2)

Careers in clinical research: A tale of two trends

IT HAS BEEN SAID that context is everything. If this is true, clinical research should prove a favored academic career path in the near future. The societal forces, both good and bad, shaping the future context of academic health centers (AHCs) all point to this conclusion.

Crowley

Foremost among these influences are the considerable economic pressures on AHCs to consolidate their patient care into integrated networks; the concurrent revolution in information technology that permits this coalescence; the potential impact of the Human Genome Project on human disease; and the projected improvements in National Institutes of Health (NIH) funding, especially for clinical research. AHCs will require skilled clinical investigators to deal successfully with each of these trends.

The formation of integrated networks is accompanied by a desperate need for true innovation in patient care. Clinical research is a powerful tool for both improving existing operations and for developing totally new approaches. AHCs need talented clinical investigators to translate new research findings successfully into established practice. Similarly, the information systems and databases required for developing truly integrated systems will provide investigators with long-sought information they never could have assembled themselves in our previously fragmented health care system.

The Human Genome Project provides staggering amounts of new knowledge daily. To harvest this data, the NIH budget is currently projected to increase at 12 percent annually in the foreseeable future, nearly two to three times its rate in the past five years. Following decades of underinvestment in clinical research, much of this increase will be directed at initiatives addressing the most frequent and costly diseases of society.

Thus, it is both the best of times and the worst — or at least most demanding — of times for investigators fortunate enough to be on the faculty of successful AHCs. Many of the pressure points in these systems can be eased by talented and well-trained clinical researchers. There has never been a brighter future for young physicians contemplating academic careers in human research nor a more challenging time for AHCs in general. The MGH's commitment to the Clinical Research Program is a tangible expression of that belief.

William F. Crowley Jr., MD
Director, MGH Clinical Research Program

— Clinical research holds key to future of patient care

(Continued from Page 1)

progression to diabetes.

Berry began having regular blood tests at the MGH about four years ago, and when she developed IGT two years later, she enrolled in the DPP. As part of the study she is taking medication — either the drug metformin or an inactive placebo — as well as exercising and improving her diet.

"I saw my father and my uncle die from diabetes-associated heart disease," she says, "so I jumped at the chance to join a prevention program. Even if it turns out that I am taking a placebo, I'll be glad if I can help keep my kids from becoming diabetic. At this point, I figure I'm doing everything I can to stay healthy."

The DPP is a major nationwide study sponsored by the National Institutes of Health. Other clinical trials — studies designed to test the efficacy of new medications, procedures or treatment programs — may be sponsored by companies that make new medications or medical devices as part of the process required for their approval by the Food and Drug Administration.

Margaret Santosuosso of Amesbury entered such a trial two years ago after being diagnosed with an abdominal aortic aneurysm, a weakening of the body's primary artery that can lead to a life-threatening rupture. Her husband previously had been treated for the same condition by David Brewster, MD, an MGH vascular surgeon, in a major operation that involves opening the abdomen to replace the weakened vessel with a synthetic graft. The Santosuossos heard that Brewster now was testing a new, much less invasive technique.

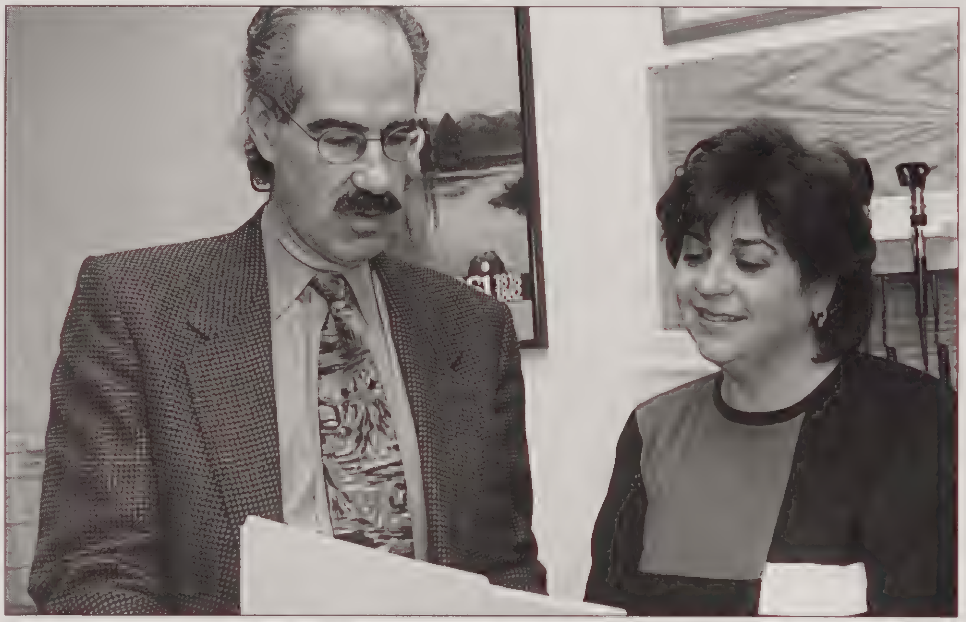
Building on the successful use of catheter techniques to treat heart problems — such as the clearing of blocked arteries with balloon angioplasty — a medical device company had developed a collapsible aortic graft that could be loaded into a catheter and threaded into the aorta through an incision in the femoral artery, which carries blood into the leg. A tiny balloon would then expand the graft and anchor it in place above and below the area of the aneurysm. Brewster and several other vascular surgeons around the country were conducting a Phase II clinical trial — one designed to measure effectiveness — of the new device.

"My husband encouraged me to have the new procedure, and I'm so glad I did," Margaret Santosuosso says. Aged 78 at the time of her surgery, she was able to leave the hospital two days after the procedure and had a smooth recovery. "Being able to return home so soon was very important to me. My husband was ill with cancer at the time, and I wanted to able to take care of him and for us to spend as much time as possible together."

Brewster notes that Santosuosso's experience is typical of those receiving the new graft, which the now-completed study showed safely to reduce both patient's recovery time and some costs associated with treatment. The specific graft Santosuosso received should gain FDA approval within the coming months, and Brewster and his colleagues are now testing more advanced versions of the device. "We've now used these endovascular [within the blood vessel] grafts in 175 patients at the MGH, with very good results," he says.

Clinical studies like these and hundreds of others conducted at the MGH are the most common types of clinical research — investigations involving the participation of patients or healthy volunteers. From major national treatment trials like the DPP to smaller-scale studies of new equipment and procedures, clinical research is a critical step in translating the newest scientific insights into practical applications that will benefit patients. In addition to trials of new drugs, devices or treatment techniques, clinical research can include studies that translate basic science discoveries into medical applications — so-called bench-to-bedside research — outcomes investigations, which analyze and compare the actual results of various treatment programs in current usage, and other types of studies.

Clinical research has always been part of the MGH's scientific enterprise; but clinical researchers today are facing new sets of challenges. They need to collaborate and negotiate with funders and colleagues at government agencies, industry and other



David Nathan, MD, director of the MGH Diabetes Center, reviews information about the Diabetes Prevention Program with study participant Elaine Berry.

academic institutions. They need to design and carry out protocols that are both good science and good medicine — upholding the rights of participants to understand any risks they may undertake. At a time when medicine and science are becoming more and more specialized, they need to reach beyond the boundaries of their own disciplines to bring novel concepts to the care of their patients.

To help clinical researchers deal with these challenges and encourage the growth of clinical studies at the hospital, MGH leadership established a formal Clinical Research Program (CRP) in 1996. In its first 2 ½ years, the program has developed numerous resources for physician scientists — including educational programs, information systems, contacts with industry and advice on study design and management. Samuel O. Thier, MD, then-president of the MGH — now president and CEO of Partners — appointed William F. Crowley Jr., MD, director of clinical research.

"Academic health centers like the MGH have a distinctive combination of the resources essential to conducting top-quality clinical research: basic researchers that generate new scientific discoveries, clinical investigators who can translate those discoveries into patient care, a diverse group of patients who can enroll in clinical studies, and systems established to make sure that studies are appropriately designed and conducted," says Crowley, who also is chief of the Reproductive Endocrine Unit in the Department of Medicine. "Our program is designed to foster partnerships — within the MGH, across the Partners and Harvard systems and beyond — crucial to successful and innovative clinical investigations."

Ultimately, clinical research studies offer hope for patients like Sara Grollman who has been through several treatment programs in her fight with metastatic breast cancer. Currently she is in a trial at the MGH of the drug herceptin, under the direction of medical oncologist Irene Kuter, MD. A novel approach to fighting breast cancer, herceptin is an antibody against a cell-growth molecule found in abnormally high amounts in some women with breast cancer. Based on trials conducted at the MGH and elsewhere, the FDA approved the use of herceptin for metastatic cancer this past fall.

Grollman explains that research trials and the chance they offer are key to helping her continue what has been an often-discouraging battle. "There's something about trying something new that's life-generating; it helps me get through the fear and frustration," she says. "As long as there's another possibility out there, I'm going to keep fighting this thing."

Services of the Clinical Research Program

Clinical Trials and Industrial Relations Unit
Christopher Colecchi, MPH, director, 6-5518

Activities include: Assisting investigators in writing grant applications and interacting with current and potential industrial research sponsors, including educating potential industrial sponsors about benefits of collaboration with MGH researchers.

Epidemiology, Outcomes and Disease Management Unit
Daniel Singer, MD, director, 4-3545

Activities include: Promoting clinical studies of disease management programs and evaluating the effectiveness of treatments in real-world medical practice; providing expertise and support to investigators in the areas of epidemiology and outcomes research.

Clinical Research Support Office
Ann Taylor, MD, director, 6-3038

Activities include: Acting as a point of first contact for investigators needing assistance; providing new investigators with career advice and assistance in developing and conducting research studies; facilitating collaborations or mentorships between young researchers and established investigators.

Information Management Unit
Henry Chueh, MD, MS, director, 6-7939

Activities include: Maintaining CRNet website, on-line information source about clinical research at the MGH, including listing of selected current clinical trials; providing researchers with information management tools to support their activities, including database development and website design.

Education Unit
Gary Curhan, MD, ScD, director, 6-4900

Activities include: Developing and sponsoring a series of educational courses for current and future investigators and study coordinators; promoting the development of effective mentoring relationships and collaborations among researchers in different disciplines.

For more information on the Clinical Research Program, including a list of currently open trials, visit CRnet, the program's website, at:

www.crnet.mgh.harvard.edu.

Clinical research snapshots

An open door for new investigators

For MGH physicians with questions about clinical research studies, the first stop is the Clinical Research Support Office of the CRP, directed by Ann Taylor, MD. “We are the front door into the program for new investigators starting projects or for established researchers who may not have much experience with clinical studies,” she says. “If you need information or assistance, we can provide it or direct you to someone who can.”

Some of the assistance available from Taylor includes advice about writing grants, structuring studies and finding sources of funding. She also is directing the new clinical research track offered to two Department of Medicine residents each year. The track includes an intensive experience in research methods followed by pursuit of a clinical research project. “We have two excellent young physicians in the program this year — Drs. Jennifer Brown and Anjli Maroo — and the effort has energized interest in clinical research within the whole department. We hope this will be a model for training clinical investigators throughout the MGH.”

Taylor

A record grant in record time

Gary Sachs, MD, and his team in the MGH Bipolar Unit faced a huge challenge this spring: pulling together a proposal for a major research project in a matter of weeks. The National Institute of Mental Health was looking for a center to organize and conduct a nationwide project to evaluate treatments for bipolar disorder — also called manic-depressive illness — and to speed up the testing and introduction of new treatments.

“Our team worked round the clock to develop an 1,800-page proposal in record time,” Sachs says. “And part of our ability to do so was the support we received from the CRP staff. They helped us design our administrative structure, organize our materials, and most important, they recognized the importance of the project.”

Sachs

The prodigious effort was rewarded in October when the MGH team was awarded the project with a five-year grant of $20 million, making it the largest psychiatric clinical research program undertaken anywhere.

Coordinating the details

Marsha Tennis, RN, is a clinical research nurse coordinator in Neurology, working with John Growdon, MD, on studies of Alzheimer’s disease, Parkinson’s disease and related disorders. “I act as liaison with patients, family members, doctors, statisticians, pharmacists and nurses on the patient floors,” she says. “I provide nursing care to study participants, perform standardized assessments and have day-to-day responsibility for a clinical study’s management and quality control.”

Tennis

Tennis is collaborating with CRP staff in writing a handbook for research coordinators — who may be nurses like her or from other backgrounds — and in developing subject matter for CRP-sponsored educational programs for clinical research coordinators. The educational series has proven hugely successful. In the year beginning May 1997, workshops and seminars for coordinators had more than 500 participants, while programs for physicians drew almost 600 attendees, for a total attendance of more than 1,100.

Tennis adds that her participation in CRP-related activities has brought her into contact with coordinators and nurse coordinators from throughout the hospital. “For the first time we’ve been able to get together with our counterparts and share ideas and experiences. It’s been a great opportunity.”

How many is enough?

Bruce Sands, MD, MGH gastroenterologist, wanted to test a new approach to Crohn’s disease, a chronic inflammatory disorder of the intestine. He hoped to learn whether using an immune-suppressing drug called Purinethol earlier in the course of the disease than is typical might better control symptoms.

“Before you do a study, you want to know how many people it will take to say you have a valid answer, that your results aren’t just due to chance,” Sands says. “Without the right statistical expertise underlying your study design, it’s not much better than guesswork. We were able to get that expertise from YuChiao Chang and the Clinical Research Program.”

In the past 2 ½ years, Chang, a biostatistician in the General Medicine Division, has collaborated with the Clinical Research Support Office to provide more than 150 consultations to research teams from 14 clinical departments.

Sands

“We also received critical support in the area of clinical epidemiology from Dan Singer [director of the CRP Epidemiology, Outcomes and Disease Management Unit], who helped us develop our ideas at the earliest stages,” says Sands. “Through their assistance, we received grants from the Crohn’s and Colitis Foundation and the National Institutes of Health and we are about to start a pilot study.”

Research Perspectives is published periodically to inform the MGH community about the hospital’s comprehensive research program.

Comments, suggestions and story ideas can be submitted to Susan McGreevey, editor, at 4-2764; by fax to 6-7475; by e-mail to *smcgreevey@partners.org;* or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

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Turning roller coaster fears into thrills

Otto

Michael Otto's career has taken some twists and turns before but nothing like this. Otto, a psychologist at the MGH, recently contracted with Universal Studios in Orlando, Fla., to help devise a program to help nervous riders prepare for two new roller coasters.

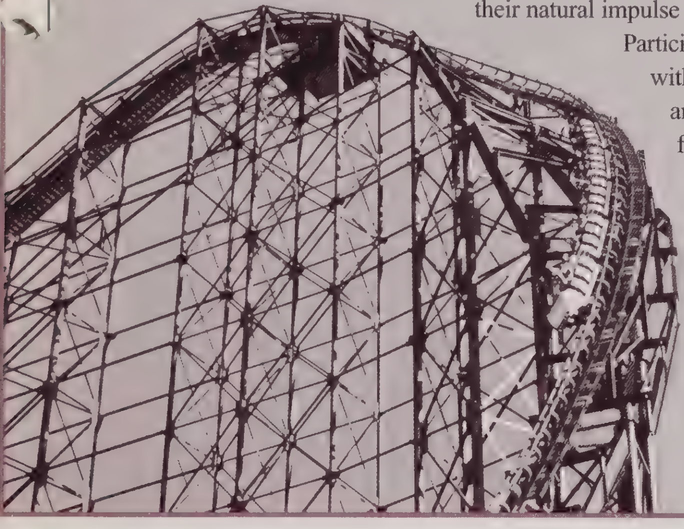
Universal Studios will soon open a new theme park that will feature these new rides, which are predicted to be the world's "scariest." To minimize the number of potential riders too frightened to get on, the park's operators needed a plan.

Along with Brian Newmark, a psychologist from Wayland, Otto will be at the new park next week to train park staff to help would-be passengers who want to go on the rides but are too afraid.

"This program is different from treating patients who have anxiety or mood disorders, which is what I normally do at the MGH," says Otto. "Instead of helping patients with a profound disability function normally, we are giving people who function normally the tools to have fun in a specific area where they have anxiety."

The two psychologists will be focusing on aspects of the rides that can be frightening for "coaster phobics," such as height and speed, as well as the fear that something will go wrong with the ride's operation. Another key aspect of the fear phenomenon for nervous riders is the absence of control. "This program will help people make the distinction between the illusion of danger and actual danger," says Otto. "We hope to teach them to not try to control what is uncontrollable but instead to do nothing and find what is enjoyable about the ride."

The psychologists will lead the coaster phobics in a rehearsal session to prepare for their journey. The participants will simulate the sensations they will feel on the ride, such as dizziness, by swinging their heads around. The psychologists will help them resist their natural impulse to hold their breath or tighten their muscles.



Participants also will watch a video featuring the riders-eye view of the coaster, with the reassurance that coasters are made to look dangerous but actually are safe. Coaster enthusiasts will be on hand to share their reasons for enjoying the rides.

Otto already has found that many of the participants desperately want to be able to ride but simply can't. Some feel left out when their fears prevent them from joining family and friends in the rides' fun and excitement. Others are using the program as a way to gain perspective about other phobias, such as fear of flying in airplanes.

"We hope this program will increase attention to skill-based treatments of anxiety conditions," says Otto. "The principles of cognitive behavioral therapy that we are using to help coaster phobics also are used to treat other phobias without the need for long-term treatments or medications."

— Celebrating the legacy of Martin Luther King Jr.

(Continued from Page 1)

Keynote speaker James J. Mongan, MD, MGH president, talked about his first experience seeing King speak when he was a medical student at Stanford and reflected on what it means to him today.

"I think Dr. Martin Luther King Jr. taught us how to accomplish a great deal," he said. "He also taught us how much more we have to do."

Mongan put King's lessons into the context of MGH's own diversity initiative by discussing the progress the institution has made and the work it still needs to do. He listed some of the hospital's accomplishments, such as creating the hospitalwide Diversity Committee, promoting culturally competent care and doubling the number of interpreters to better serve and communicate with the diverse patient population at the MGH.

As an employer, the MGH is working to strengthen diversity among its staff through recruitment, education and career development initiatives. The hospital also is striving to play a greater role within the Boston community by meeting with city leaders and learning how to be a more accessible resource for minority groups.

Mongan concluded by saying, "Dr. King was not just a leader for African-Americans — he was a champion teacher for all of us." ●

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WHAT'S HAPPENING

Nursing research awards, poster session

The Nursing Research Committee will give two Yvonne L. Munn Nursing Awards this fall to MGH nurses who are conducting research. Two awards totaling $2,500 will be given to a novice and an experienced research nurse. The committee will provide assistance developing projects and mentoring for those interested. In addition, the committee would like to showcase research projects conducted by MGH nurses at the annual Nursing Research Poster Session in May. To participate in the poster session or for more information on the Munn awards, call Glenys Hamilton, RN, DNSc, at 4-0340.

Cancer Center programs

The MGH Cancer Center Patient and Family Support Program will host the following presentations in the Cancer Resource Room, on Cox 1: "Spirituality: Faith, Why Me? Reasons to Hope," Jan. 25, noon to 1 pm; and "Bone Marrow/Stem Cell Transplantation: A Discussion," Jan. 28, 1 to 2 pm. Patients, families, friends and staff are all welcome to attend. For information, call 4-1822.

Ethics and spirituality in hospitals

The MGH Ethics Task Force invites employees to attend its next presentation "Ethics and Spirituality in the Hospital Setting" Jan. 27, 4:30 to 6 pm, in the Ether Dome. Sister Sheila Hammond, director of the MGH Chaplaincy, will moderate a panel discussion. For more information, call 4-8077.

PeopleSoft training

PeopleSoft online requisition classes are being offered through March 30, Tuesdays, 8:30 am to noon, Founders room 643. All participants should have a working knowledge of Windows software. To sign up for training, call at 4-1388.

Breastfeeding program offers new service

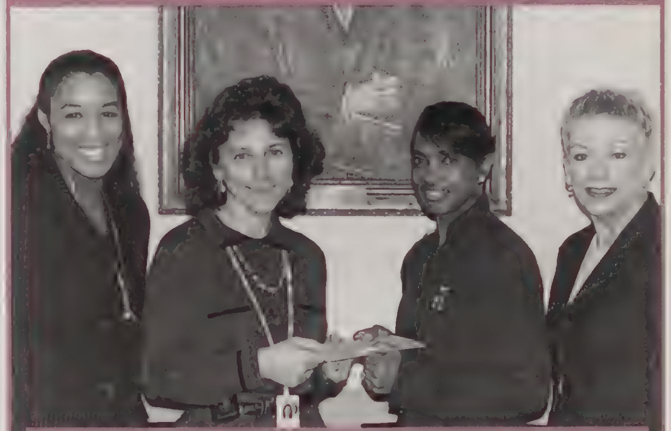
The Mother's Corner, the MGH's breastfeeding support program for employees, started a weekly consultation service this January offering nursing mothers who work at the MGH an additional resource for their questions.

The Mother's Corner, sponsored by the Employee Assistance Program (EAP), provides employees with a private place to utilize breast pumps, which are available on a 24-hour basis both at the main campus and CNY. A lending library, educational materials and a list of support services for nursing mothers also are available.

Employees who would like to learn more about breastfeeding or about The Mother's Corner may attend the upcoming presentation, "Nourishing Your Newborn." The seminar will feature a talk given by Germaine Lambergs, RN, a lactation consultant at the MGH, and a tour of the lactation rooms. The presentation will take place twice: Feb. 3, 1 to 2 pm, VBK, room 401, and Feb. 4, noon to 1 pm, in the seventh floor conference room, at CNY Building 149.

For more information about The Mother's Corner or the upcoming seminar, call the EAP at 6-6976.

AMMP donation helps those in need



From left, Kim Clarke, MGH Practice Support Unit and AMMP membership chairperson; Zimmer; Gaiel Thompson, Human Resources at BWH and AMMP public relations chairperson; and Suzanne Culver, Partners Human Resources and AMMP secretary.

Members from the Association of Multicultural Members of Partners (AMMP) presented a holiday donation Jan. 15 to Bonnie Zimmer, MSW, director of the MGH's domestic violence program, HAVEN, to help victims of abuse.

"We are grateful to AMMP and honored to be selected to receive this gift by an organization we have great respect for," says Zimmer. "Any amount of concrete help can make a difference to survivors of domestic violence."

Instead of having a holiday party, AMMP members made a contribution to support HAVEN and the Partners program Project Rise, which provides job training and placement to community residents receiving public assistance.

MASSACHUSETTS GENERAL HOSPITAL

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Emily Carr, associate editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

January 29, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Newton-Wellesley Hospital joins Partners HealthCare System

Newton-Wellesley Hospital (NWH) and Partners HealthCare System approved a final agreement Jan. 25 that adds NWH as the fourth full acute-care member of Partners. NWH will keep its name and continue to be governed by a local, community-based, nonprofit board of trustees.

"We chose Newton-Wellesley to join our network because of its excellent physicians and long-standing role as the premier community teaching hospital in the western suburbs," said Samuel O. Thier, MD, president and chief executive officer of Partners. "Our institutions and physicians share a common vision for the future of health care delivery, and we are delighted to move forward with this long-awaited relationship."

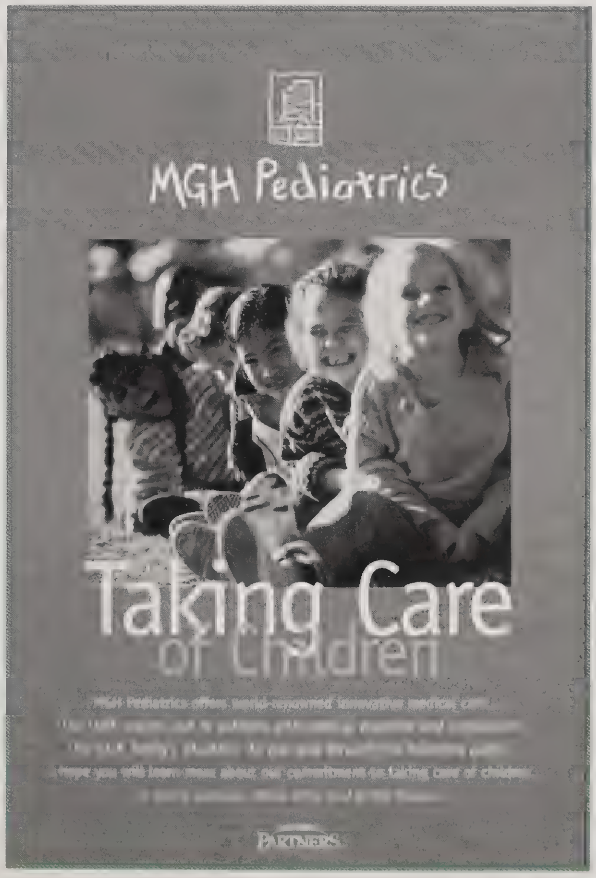
NWH is a nonprofit organization that provides a wide range of services, including medical, surgical, obstetrical, pediatric and psychiatric care. NWH has been serving its community for more than a century. The medical staff of the hospital includes nearly 1,000 physicians practicing a full range of specialties.

(Continued on Page 3)

Building public awareness about pediatric services at the MGH

Beginning in February, the MGH will launch a marketing campaign to enhance awareness of the hospital's pediatric services among the general public. A special advertising section in the February issue of *Boston Magazine* dedicated to MGH Pediatrics kicks off the campaign, followed by newspaper and radio advertisements throughout the spring.

According to Carol Henderson, director of the MGH Marketing Department, this marketing strategy is necessary because of the increasingly competitive marketplace, which has been affected by a slowing of the growth of the pediatric population, an oversupply of pediatricians in eastern Massachusetts, a shift from inpatient to outpatient care, and intense competition from area hospitals. The MGH Pediatric Department ranks second in market share in eastern Massachusetts, behind Children's Hospital and slightly ahead of New England Medical Center and Boston Medical Center.



Boston Magazine's advertising section on MGH Pediatrics

Recent surveys and focus group findings have indicated that, despite having an overall positive image of the MGH, many referring physicians and the general public do not associate the MGH with pediatric care.

"MGH Pediatrics is a department with a rich history that includes an extraordinary range of expertise," says Ron Kleinman, MD, associate chief of MGH Pediatrics. "This campaign will help raise awareness of the department among physicians and parents and allow us to better serve the infants and children of eastern Massachusetts."

Other marketing materials include a primary care pediatrician directory, a new website, a subspecialty directory for referring physicians and a newsletter.

For more information about the Pediatrics marketing campaign, call Honor Hawkins at 4-1974. For more information about Pediatrics, call 4-KIDS.

MGHers receive 1999 Black Achievers Award from the YMCA

Mary Chambers of the MGH Development Department, Carlyene Prince of the Community Benefit Program and James Young of Dietetics were honored by the YMCA of Greater Boston at the 24th annual Black Achiever Recognition Awards Gala Jan. 28 at the Boston Marriott Copley Place.

Mary Chambers

The program recognizes African-American professionals for their career accomplishments and commitment to mentoring young people.

"Chambers is highly professional and friendly in dealing with people of all backgrounds — from donors to senior management to office staff," says Jim Thompson, MGH chief development officer. She "wears many hats" in her position as Thompson's assistant, development officer and office manager for the Development Department. At the MGH, Chambers is a member of the Association for Multicultural Members of Partners (AMMP) and has played a major role in the success of the hospital's diversity fairs.

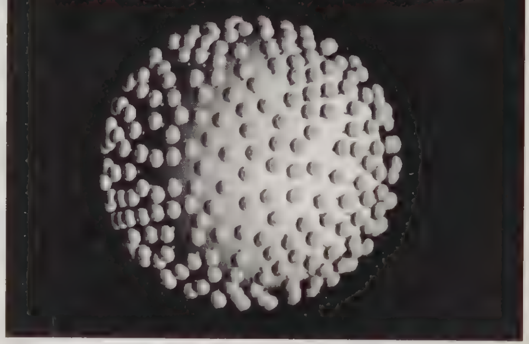
Carlyene Prince

Prince is described as talented, committed and an energetic professional by her supervisor, Joan Quinlan, director of the Community Benefits Program. As director of the MGH/ Timilty Middle School Partnership, Prince is responsible for all facets of the program, including a science mentor program, a health education series, a summer jobs program and a career exploration program. Prince continues to conduct strategic planning for the partnership and develops new programs "to help improve the lives of Boston youth and to enrich the experience of MGHers." She also is a member of AMMP.

James Young

As a 12-year veteran of the MGH, Young is "an active and dedicated" member of the Eat Street Cafe's management team. He supervises 30 employees and monitors food quality, supplies, sanitation and equipment. In nominating Young as a Black Achiever, his manager, Lorraine Allan, described how his strong work ethic makes him an "excellent role model" for the three 9-year-old boys he cares for as a legal guardian. "As a supervisor and a father, Young gives 110 percent to his job and his children," she says.

MGH AIDS research to be featured on NOVA



A computer model of the HIV virus

AIDS research being conducted by MGH scientists will be featured in a documentary titled *Surviving AIDS,* scheduled to air Feb. 2, at 8 pm, on the Public Broadcasting System's NOVA program (local broadcast can be seen on WGBH Channel 2).

The program reports new data uncovered by scientists in leading AIDS research labs throughout the country, including those at the MGH. The MGH research team is focusing on ways to harness the body's immune system to help control the virus.

Surviving AIDS is expected to feature interviews with members of the MGH research team, including Bruce Walker, MD, and Eric Rosenberg, MD, of the Partners AIDS Research Center and the MGH Infectious Disease Unit, as well as with patients receiving AIDS therapies and treatments.

Help wanted — blood donc

The recent holiday season took a serious toll o
Under current conditions, one medical emergenc
the hospital's supply of blood and blood products.

In December, approximately 7,600 units of blood pr
the MGH. According to Richard Carson, director of Ope
Blood Donor Center, some Boston-area hospitals don't
over the course of three years.

"It is extremely important that we keep our blood su
level," says Carson. "We would like to encourage emplo
blood to help us ensure that our patients get the very be

The MGH Blood Donor Center is located in th[illegible]ck
is necessary. For more information, call 6-8183.

MGH Chaplaincy committed to diversity

To better serve the diverse spiritual and religious needs of patients, families and employees, the MGH Chaplaincy recently added two members to its staff — Lama Ngawang Jorden, a Buddhist priest and monk, and Imam Talal Eid, a Muslim cleric.

Rev. Mary Martha Thiel, one of the directors of the Chaplaincy says, "It's incredibly important for our staff to be diverse because our patients and employees come from so many different cultures, religions and traditions."

In addition to Lama Jorden and Imam Eid, chaplains at the MGH represent a range of religious backgrounds, from Roman Catholic to Jewish, and speak a rainbow of languages, from English, Hebrew, Spanish and Arabic to Igbo, a language of Nigeria. The Chaplaincy also relies on volunteers and community contacts for tradition-specific needs that it might not be able to meet with its own resources.

Patients may draw on their religious heritage and tradition with special intensity when they are ill. However, many times language barriers, variations in customs and differences in beliefs about medical care and treatment can make a patient feel uncomfortable and isolated.

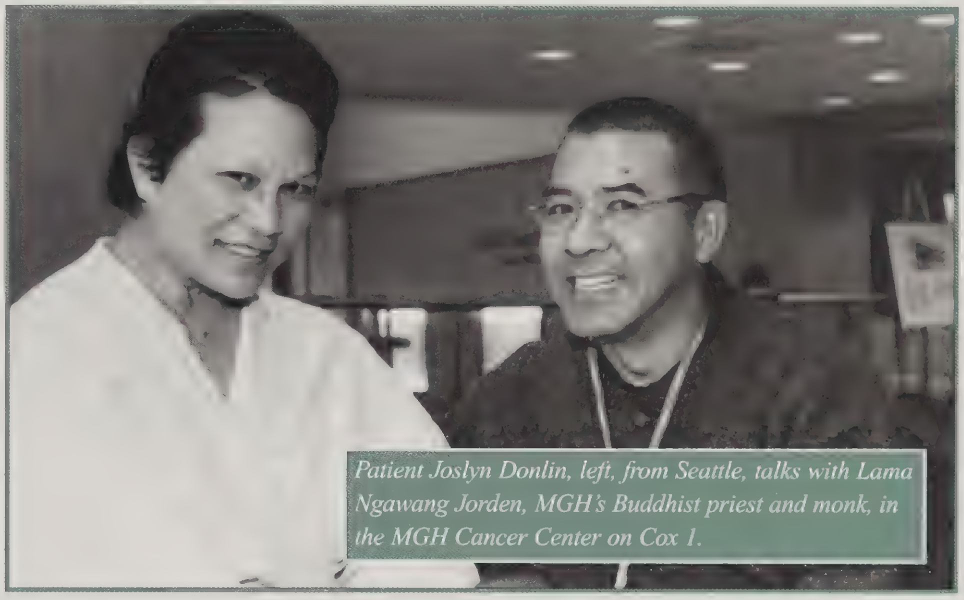
"Having someone who can respond to and respect their needs and differences helps provide patients with a sense of comfort and connection," says Sister Sheila Hammond, also a director of the Chaplaincy. "Providing patients with an ally from their own cultures can make the hospital experience more bearable."

The Chaplaincy also educates care providers to understand these differences, enabling the entire health care team, including physicians, nurses and social workers, to work together to help patients feel less anxious and more trusting.

Patients, their families and employees may visit the MGH Chapel, where interfaith and traditional services are held daily. For Muslim prayer, a plaque indicating the direction of the Islamic holy city Mecca hangs outside the Chapel. Prayer rugs also are available.

"Diversity is so much a part of MGH's mission," says Hammond. "We are proud that we can be part of this mission in our own way."

To speak with a chaplain or to learn more about the MGH Chaplaincy, call 6-2220. ●


Patient Joslyn Donlin, left, from Seattle, talks with Lama Ngawang Jorden, MGH's Buddhist priest and monk, in the MGH Cancer Center on Cox 1.

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—Newton-Wellesley

(Continued from Page 1)

"Our affiliation with Partners adds a degree of surety that Newton-Wellesley will continue to provide high-quality health care in our region as we move into the next century and face the many challenges of a rapidly changing health care environment," said John P. Bihldorff, NWH president and chief executive officer.

According to Bihldorff, the new affiliation will give NWH patients greater access to the resources and technology of the MGH and BWH. Patient care will be enhanced by systemic coordination and collaboration between Newton-Wellesley's physicians and the physicians in the tertiary hospitals. To help facilitate this collaboration under the agreement, Newton-Wellesley physicians, through their physician/hospital organization (Newell Medical Delivery Organization), also will become members of Partners Community HealthCare, Inc. (PCHI).

"We decided to move forward with Partners because we believe it fully recognizes and is committed to our role in meeting the health care needs of our community," added Bihldorff. "We are honored and proud to be part of one of the finest health care systems in the country."

The affiliation was reviewed by federal antitrust agencies, the Massachusetts Attorney General's Office and the Department of Public Health. ●

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WHAT'S HAPPENING

Breastfeeding seminar
The Employee Assistance Program (EAP) will host "Nourishing Your Newborn: The Latest and Greatest," a presentation for MGH and Partners employees about breastfeeding. The seminar will feature a talk by Germaine Lambergs, an MGH lactation consultant, and a tour of the lactation rooms where breast pumps are available for nursing mothers. The presentation will be offered twice: Feb. 3, 1 to 2 pm, room 401, VBK; and Feb. 4, noon to 1 pm, seventh floor conference room, CNY Building 149. For more information, call the EAP at 6-6976.

Writing grants
The MGH Department of Medicine's Academic Council will present the next of its faculty seminar series "How to Write a Grant" Feb. 8, 4 to 5:30 pm, in the Wellman Conference Room. For more information, call 6-1774.

Fire safety training
Fire safety training courses will be held for employees throughout 1999. Next month's classes will take place Feb. 11, 11 am to noon, seventh floor conference room, CNY Building 149, and Feb. 16, 3 to 4 pm, in the O'Keeffe Auditorium. Attending a training class is one of several ways employees may meet annual fire safety requirements. To arrange special classes for departments or to receive a fire safety booklet listing requirement options, including self-directed activities, call the Safety Office at 6-2425 or e-mail *safety.office@mgh.harvard.edu.*

Profit in health care
"Healthy Profit?: Issues and Options of Nonprofit and For-profit Health Care," a presentation sponsored by the Pioneer Institute for Public Policy Research, will take place Feb. 9, 8:30 to 10:30 am, at the Galleria Conference Center, The Inn at Longwood Medical, 342 Longwood Ave., Boston. Pre-registration is required by Feb. 3. To attend, call 723-2277 or e-mail *eanderson@pioneerinstitute.org.*

Symposium to show breadth of MGH research

MGHers can get a look at the full range of scientific investigation conducted at the hospital at the annual MGH Research Symposium Feb. 3. The poster session, at which presenters will be available to discuss their work, will take place 11:30 am to 2 pm in the Wellman Conference Room. From 2 to 3 pm in the O'Keeffe Auditorium, William Crowley Jr., MD, MGH director Clinical Research, will discuss studies of neuroendocrine and genetic control of reproduction, and Bruce Rosen, MD, director of the MGH NMR Center, will speak about the role of functional imaging in assessing cerebral vascular disease. At 4 pm, Richard Mulligan, MD, of the Howard Hughes Medical Institute, Children's Hospital and the MGH Scientific Advisory Committee, will address new techniques for gene therapy.

On Feb. 4, the Scientific Advisory Committee will hold its annual meeting in the Wellman Conference Room. This group of distinguished scientists who advise the hospital's research leadership will hear reports on the hospital's research mission in the morning and panel discussions addressing clinical trials and CIMIT (the Center for Innovative Minimally Invasive Therapy) in the afternoon. The meeting, running from 8:30 am to 5 pm, is open to the MGH research community.

MGH pediatrician in spotlight for Black History Month

Anne Beal, MD, MPH, MGH pediatrician and author of *The Black Parenting Book: Caring for Our Children in the First Five Years,* will be the guest speaker at the Association of Multicultural Members of Partners' (AMMP) Black History Month event this February.

Beal

The presentation will feature a talk by Beal, entitled "Black Parenting: A Model for Child Health in the New Millennium," and a raffle for her book. The event takes place Feb. 10, noon to 1:30 pm, at the Learning and Diversity Office, 185 Cambridge St., Charles River Plaza. Lunch will be served.

The Black Parenting Book is the first comprehensive guide for mothers and fathers caring for African-American children from infancy to preschool years. Beal also writes the parenting column, "Doctor's in the House" for *Essence* magazine.

For more information about the Black History Month event, call 4-0928.

MASSACHUSETTS
GENERAL HOSPITAL

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100 Charles River Plaza, Suite 600
Boston, MA 02114.

February 5, 1999

MGH**HOTLINE**

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Gene knockout prolongs ovarian lifespan in mice

A research team based at the MGH has found that inactivation of a single gene in female mice can sustain ovarian function into advanced age. The report in the February issue of *Nature Genetics* describes how female mice in which a gene called Bax is inactivated do not experience the normal loss of ovarian cells that occurs throughout the animal's lifetime. While these aged mice maintain a functioning supply of both oocytes (egg cells) and hormone-secreting granulosa cells, they do not ovulate or become pregnant under normal conditions. The research eventually may lead to new techniques for delaying menopause and reducing its associated health risks.

"The Bax-deficient mice retained hundreds of ovarian follicles [tiny sacs containing an oocyte surrounded by granulosa cells] at an age when the ovaries are usually barren," says Jonathan Tilly, PhD, director of the MGH Vincent Center for Reproductive Biology and the paper's senior author. He notes that while prolonging ovarian function may potentially benefit women's health, no technology currently exists to apply this research in humans. Right now the study's most important benefit is the creation of an animal model in which to study the impact of an extended ovarian lifespan.

The study was led by Gloria Perez, DVM, PhD, and Rodolfo Robles, MD, both of the MGH Vincent Center for Reproductive Biology.

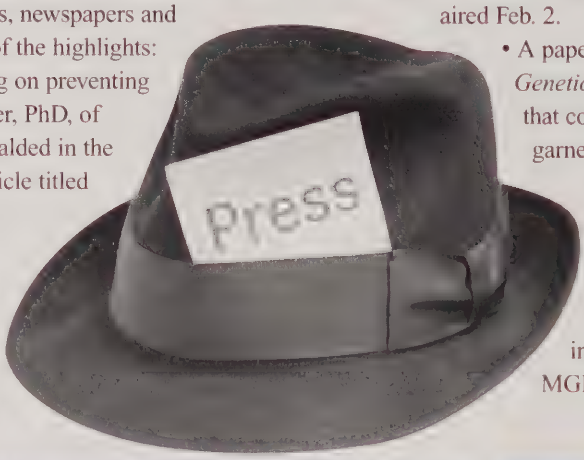
Jonathan Tilly, PhD

Timilty Middle School students strut their science

Jose Barros, *left,* a seventh grader from the James P. Timilty Middle School in Roxbury, and Celeste Peters, an information ambassador in the WACC Lobby, made up one of many student/mentor pairs displaying their science projects last week in the Main Corridor. Jose, who also is the son of Hugo Barros, of MGH Environmental Services, did his project on AIDS, focusing on awareness and prevention efforts for teens. The students, who were warming up for the school's science fair later in the week, had been matched with MGHers through the Science Fair Mentoring Program, sponsored by the MGH/Timilty Partnership. For more information about mentoring programs, call 4-3210.

MGH in the news

As a world-renowned academic hospital, the MGH often is featured in the news — locally, nationally and internationally. Recently, the work of several MGH physicians and researchers has been showcased in prominent magazines, newspapers and television broadcasts. Below are a few of the highlights:



- A groundbreaking 1978 study focusing on preventing anesthesia mishaps led by Jeffrey Cooper, PhD, of MGH Biomedical Engineering, was heralded in the Feb. 1 issue of *The New Yorker* in an article titled "When Doctors Make Mistakes."
- Allen Lapey, MD, of Pediatrics, and Edwin Cassem, MD, chief of Psychiatry, were profiled in the February issue of *Boston Magazine,* along with many other MGH physicians listed as top doctors in the Boston area.
- Cutting-edge AIDS research done by Bruce Walker, MD, and colleagues in the Partners AIDS Research Center was featured in a NOVA documentary called "Surviving AIDS," which initially aired Feb. 2.
- A paper published in the February issue of *Nature Genetics* about MGH-based research on female mice that could reveal clues to healthier menopause has garnered wide-spread media attention this week *(see Page 1).*

To help with the hospital's media relations efforts, MGHers who know of newsworthy items, such as upcoming research studies, special events or human interest stories, are encouraged to call the MGH Public Affairs Office at 6-2206. ●

The Pamela J. Ellis Memorial Secretarial Award

I nominate ________________________________ Dept. ____________________

Unit no. *(if known)* ____________ Job title ______________________________

Nominee's phone ____

Submitted by ____

Relationship to nominee ____

Job title ________________________________ Dept. ___________________

Phone ____

1. In what way does the nominee demonstrate professionalism, service to patients / families / customers and a commitment to the highest work ethic?
2. Please cite examples of how the nominee exhibits strong interpersonal skills, warmth in approach and compassion in dealing with others.
3. Please provide an overall statement about the excellence of the nominee's secretarial work.

Please attach answers to this form.

Ellis award nominations

Nominations now are being accepted for the 1999 Pamela J. Ellis Memorial Secretarial Award, established in memory of Pamela J. Ellis, who served as an executive secretary at the MGH from 1992 to 1996.

The $1,000 award will be given to an MGH employee who exhibits the outstanding qualities that Ellis demonstrated during her tenure, and will be presented at the Secretaries Day luncheon April 21 at the MGH. All clerical support staff are eligible, and any employee may submit a nomination.

The nomination forms *(left)* along with additional requested information may be sent to Amy Vacchina in Human Resources Administration, Bulfinch 360 or faxed to 6-6989. Nominations also may be e-mailed in a similar format to *avacchina@partners.org.* Additional forms may be picked up in Human Resources offices at the following locations: White 14; 75 Blossom Court; CNY Building 149; and at the Chelsea, Charlestown, Everett, Boston Evening and Revere health centers.

All nominations are due March 1, by 1 pm. For more information, call 4-7835.

MGH cardiologist helps NASA space flight

Paul Huang, MD, PhD, of MGH Cardiology, had a special interest in the recent landing of the space shuttle Endeavour. Huang joined a research team at the landing to investigate the changes in blood pressure regulation of astronauts in space flight. Huang joined the scientists as part of a collaboration with the Johnson Space Center in Houston, Texas.

According to Huang, during space flight the fluid that normally pools in leg tissues enters the overall circulation, causing astronauts to feel head congestion early in the flight. The body adapts by lowering the overall amount of fluid in the circulatory system. When astronauts return, however, their blood pressure drops lower than normal. In some cases, astronauts may need support to walk or need to be carried out of the space craft.

"The purpose of the project is to find out why some astronauts have more trouble than others in readjusting once they return to gravity," says Huang. "If we can understand what makes some people respond better, we can design effective treatments for this problem."

Huang adds that solving the problem of low blood pressure might affect the decision to send manned missions to Mars, because the astronauts would be spending a prolonged period of time in an unknown environment.

Paul Huang, MD, PhD

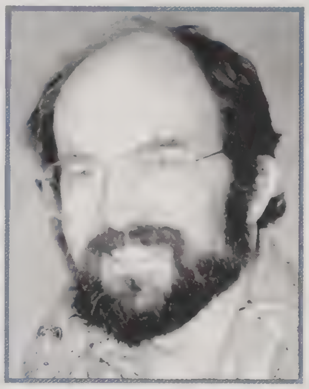
IN MEMORIAM

John B. "Jack" Penney Jr., MD, a neurologist at the MGH, and a world-renowned researcher in Parkinson's and Huntington's diseases, died suddenly of a heart attack Jan. 31 at the age of 51.

Penney and his wife, Anne Young, MD, PhD, MGH chief of Neurology, revolutionized the understanding of the brain and how it fails in certain movement disorders.

"Jack's death has put a hole in our hearts," said John Growdon, MD, director of the MGH Movement Disorders Unit, who worked closely with Penney. "We will miss him personally and professionally."

One of Penney's most recent accomplishments was organizing and directing the new MGH/MIT Parkinson's Disease Research Center, which was one of three such centers in the nation funded last year by the National Institutes of Health.



John B. Penney Jr., MD

Penney's involvement for the past 18 years in the U.S.-Venezuela Collaborative Huntington's Disease Project led to the eventual cloning of the gene that causes the disease, accomplished at the MGH in 1993. His studies in understanding the basal ganglia and the circuitry of the brain have led to new therapies for Parkinson's.

"Despite being a well-known and well-respected researcher and investigator, Jack always made sure that he spent whatever time his patients needed to provide his special kind of outstanding care," said Growdon. "He showed great concern for their well-being, and he was truly committed to being an excellent doctor."

Jang-Ho Cha, MD, PhD, a trainee and colleague of Penney's said: "Dr. Penney was a brilliant guy, very modest and retiring, and he had a fabulous sense of humor. His lab was always warm and welcoming — like a big family."

A graduate of Dartmouth College, Penney earned his medical degree at Johns Hopkins University Medical School, trained in neurology at the University of California, San Francisco and was a professor at the University of Michigan School of Medicine before coming to the MGH in 1991.

He was the father of two daughters, Jessica and Ellen. A memorial service is planned for May. Contributions can be sent to the John B. Penney Jr. Memorial Fund for Research on Parkinson's and Huntington's Diseases, Department of Neurology, VBK 915, Massachusetts General Hospital, 55 Fruit Street, Boston, MA 02114. ●

WHAT'S HAPPENING

MGH pediatrician to be featured for Black History Month

Anne Beal, MD, MPH, MGH pediatrician and author of *The Black Parenting Book: Caring for Our Children in the First Five Years,* will be the guest speaker at the Association of Multicultural Members of Partners (AMMP) Black History Month event. Beal will speak about "Black Parenting: A Model for Child Health in the New Millennium," and copies of her book will be raffled. The event takes place Feb. 10, noon to 1:30 pm, at the Learning and Diversity Office, 185 Cambridge St., Charles River Plaza. Lunch will be served. For more information, call 4-0928.

IHP hosts Black History Month events

In celebration of Black History Month, the MGH Institute of Health Professions (IHP) will host a three-week film series entitled "Story for a People," which will be shown Tuesdays from noon to 1 pm, in the following segments: "Interracial Relationships" Feb. 9, room 502G; "The Black Family" Feb. 16, room 336; and "The Roots of Racism" Feb. 23, room 338.

Special guest Valerie Stephens, actor, storyteller and vocalist, will share African folklore Feb. 25, 1 to 2 pm, room 330. A reception will follow from 2 to 3 pm in the IHP student cafe. All events will take place at 101 Merrimac St. To register for the storytelling event, call 4-3103 by Feb. 22.

PeopleSoft training

PeopleSoft online requisition classes are being offered through March 30, Tuesdays, 8:30 am to noon, in Founders room 643. All participants should have a working knowledge of Windows software. To sign up for training, call 4-1388.

Ethics in clinical research

The Clinical Research Program (CRP) will host a seminar series entitled "Ethics in Clinical Research" for those interested in ethical issues related to the protection of human subjects. The first lecture, "Impact on Clinical Practice — Clinical Care vs. Protocol Adherence," will be presented by Greg Koski, PhD, director of MGH Human Research Affairs, and will take place Feb. 25, noon to 1 pm, in the Wellman Conference Room. The lecture qualifies for 1.2 CEUs for RNs. To register, call the CRP at 6-1669 by Feb. 19.

Cancer support

The MGH Cancer Center Patient and Family Support Program will make the following presentations, noon to 1 pm: "What is Cancer Anyway?" Feb. 9, in the Cancer Resource Room, Cox 1; and "Untangling the Web: Finding the Best Cancer Information on the Internet," Feb. 10, Treadwell Library. For information, call 4-1822.

North End youth programs

The North End Community Health Center will offer a series of programs to promote physical, intellectual and emotional well-being for youth. These "Youth Talks" will address social, cultural and health-related issues pertinent to today's young people. The following programs will take place 6 to 7 pm, at the Nazzarro Center, 30 North Beacon St.: Exercise, Feb. 10; Stress and Hypnosis, Feb. 17; and Conflict Resolution, Feb. 24. For more information, call 742-9570, ext. 217.

United Way campaign success

The 1998 United Way campaign at the MGH succeeded in raising more than $140,000 — a 27 percent increase from last year — to help benefit the many services and programs funded by the United Way. The percentage of employees who participated also increased by 50 percent, with more than 1,000 MGHers making donations.

Because of the success of this year's campaign, the MGH is one of the few organizations to receive the United Way's Presidents Award, which is given to organizations that increase employee participation and donations by 10 percent or more.

According to Joan Quinlan, director of MGH Community Benefits and 1998 chair of the United Way campaign, the MGH Social Services Department will be receiving $14,000 from the United Way through the Partners in Caring program. Through this program, hospitals that increase fund-raising efforts by at least 4 percent receive half of that increase back from the United Way to support the hospital's social services.

"Our success as the top hospital in Boston for contributing to the United Way exemplifies the commitment and dedication that MGHers have for helping those in need," says Quinlan. "Our thanks and appreciation go to all of the employees and staff who demonstrated such enthusiasm and energy in making this campaign even better than before."

UNITED WAY
OF MASSACHUSETTS BAY

MASSACHUSETTS
GENERAL HOSPITAL

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February 12, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Making the MGH safe for employees and patients

From left, SIU investigators James Leonard, Jennifer Goba and John Daley with Bonnie Michelman, director of MGH Police and Security.

Last year, when an MGH nurse was being harassed by an ex-boyfriend in violation of a restraining order, it wasn't the Boston Police who nabbed him — it was the MGH Special Investigations Unit (SIU). As members of the MGH Police and Security Department, the SIU investigators obtained proof of the illegal behavior through handwriting analysis of threatening letters the nurse received at home. Thanks to the SIU's determination to help an MGH employee, the harasser was prosecuted and now is in jail.

This was all in a day's work for the three investigators who staff the SIU and the Police and Security team of approximately 100 employees who are trained to back them up with initial investigative activities and follow-up. But this was not always the case. Before the SIU was established in 1992, MGH employees had few options when being harassed in the workplace or at home.

INVESTIGATOR
M.G.H. POLICE
GENERAL HOSPITAL

According to Police and Security records, only two such cases per month were reported before 1992. Now, Police and Security receives 12 to 14 such calls per week, and the SIU works on 125 investigation cases per month. Has there been a drastic increase in harassment and violence at the MGH?

According to Bonnie Michelman, director of MGH Police and Security, that isn't necessarily the case.

"The actual number of serious incidents for an organization this size is extremely low," says Michelman. "What isn't low is the number of reports, and that is because employees, patients and visitors feel confident that their reports will be taken seriously. There are many services we can offer to ensure that something will be done."

According to John Daley, managing investigator of the SIU, the calls that come in to the unit run the gamut from graffiti, fraud, theft and embezzlement to sexual harassment, domestic violence and threatening phone calls. "All calls are treated in the same way," says Daley. "We don't just write a report and file it away. We try to identify the problem and work proactively with the

(Continued on Page 2)

Helping victims of abuse

Two million women are abused in the United States every year. Twenty-four percent of women seeking care in urban emergency rooms are or have been victims of domestic violence. One out of six pregnant women are abused during their pregnancy.

MGH's domestic violence program HAVEN (Hospitals Helping Abuse and Violence End Now) is dedicated to helping the women behind these statistics. Since its inception two years ago, HAVEN has assisted 750 patients and employees who have sought direct help for abuse. The program has provided an additional 650 consultations to MGH and community health providers looking for resources and education about domestic violence.

The MGH Social Services Department and the Employee Assistance Program (EAP) established HAVEN to improve and enhance the MGH response to patients and employees whose lives are affected by domestic violence. HAVEN offers the MGH community many services — including advocacy, safety planning, training for health care professionals and special services for employees.

(Continued on Page 2)

MGHer receives honor from the Republic of Venezuela

Igor Palacios, MD, director of the MGH Cardiac Catheterization Lab, received the highest honor given by the Republic of Venezuela Jan. 30 at a special ceremony at the Boston Marriott Copley Place.

The award was presented by Ambassador Armando Gonzalez Angarita of the Venezuelan Consulate in Boston. Called the Gran Cordon del Libertador ("grand rope of the Liberator"), the award is presented in honor of Simon Bolivar, known as "The Liberator" who freed Venezuela and five other South American countries from Spanish rule in the early 19th century.

A native of Caracas, Venezuela, Palacios received the award for his contributions to the field of medicine and cardiology in Venezuela and the United States.

A veteran of the MGH for 25 years, Palacios has made contributions to Latin American medicine including teaching and presenting lectures in Venezuela and other countries as well as helping to establish multi-center clinical trials focusing on interventional cardiology throughout the area. He also is a founding member of the Latin American Society for Interventional Cardiology.

Igor Palacios, MD, left, receives award from Ambassador Armando Gonzalez Angarita of the Venezuelan Consulate in Boston.

— Helping victims

(Continued from Page 1)

To provide these services, HAVEN often works closely with the MGH Police and Security Department. "The Special Investigations Unit (see Page 1) is extremely well-trained and sensitized to victims of domestic violence," says Bonnie Zimmer, MSW, director of HAVEN. "Unit investigators go beyond the call of duty to help both patients and employees. Its presence helps the HAVEN staff and our clients feel safer. The unit allows us to provide better care to all."

MGHers can help support the efforts of HAVEN by joining the Domestic Violence Working Group, an interdisciplinary group that meets monthly to discuss and implement strategies to increase awareness and understanding of domestic violence throughout the MGH. New members are welcome to the next meeting Feb. 17, 9 to 10 am, in Burr Conference Room 3, third floor, Bartlett Hall Extension. The presentation will feature guest speaker Laurie Holmes, director of HarborCOV, a new battered women's program serving Chelsea, Revere, Winthrop and East Boston. For more information about MGH's domestic violence services, call 4-0054.

— Making the MGH safe

(Continued from Page 1)

employee or patient to find the best solution for everyone involved."

When the SIU receives a report from an employee or patient, the investigators make an initial risk assessment, then conduct a thorough background check on the suspect, develop a customized safety plan and help the victim prepare for future harassment attempts.

When needed, SIU investigators conduct security surveys and risk assessments at the victim's workplace and at home if the situation is serious. A safety plan is designed and implemented to protect the victim at home and work — for example, changing locks or installing panic buttons in offices or cubicles. Victims who feel particularly unsafe can be escorted to and from the hospital.

To help victims through the often overwhelming process of taking legal action or simply maneuvering through the court system, SIU investigators can assist with filing charges, obtaining restraining orders, escorting victims to court, filling out necessary paperwork and talking with lawyers and state prosecutors. MGH Police and Security officers escorted several hundred employees to court last year.

According to Michelman, employees and patients can be assured that the SIU services are confidential and tailored to the individual's needs. The SIU staff often work with other hospital departments — such as the Employee Assistance Program, Patient Advocacy, Risk Management, General Counsel and the domestic violence program HAVEN (Hospitals Helping Abuse and Violence End Now) — to help victims.

SIU investigators also conduct educational seminars to help employees and staff understand security issues before problems escalate to unmanageable levels. These seminars include: "Personal Safety," "Workplace Violence" and "Managing Aggression."

"We encourage MGHers to let us know about potential problems sooner rather than later," says Michelman. "Even if there is just a slight suspicion of a problem, it is important to let Police and Security know. Once it is too late, our options are limited. We sincerely about ensuring the safety of all of our employees and staff."

For more information about the SIU and its services, call 6-3036. ●

February 12, 1999

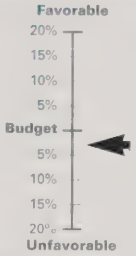
MGH**HOTLINE**

MGH Vital Signs: FY 1999 first quarter results

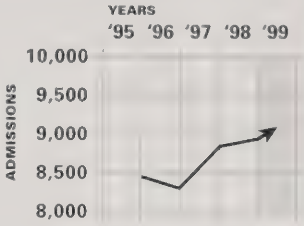
A quarterly status report on five key performance indicators

Admissions for the first quarter of fiscal year 1999 were below budget by 391 but above the prior year by 149. The largest growth in admissions versus the previous year was seen in Medicine, Surgery, Pediatrics, Neuromedicine and Obstetrics.

FY '99 actual:	9,090
FY '99 budgeted:	9,481
FY '98 actual:	8,941
Patient days	61,584
Inpatient Surgeries	3,980
Births	658

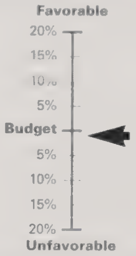


Five-year trend

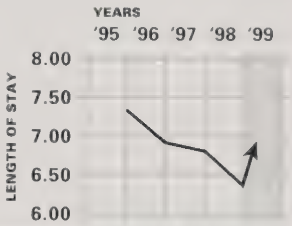


Length of stay (LOS) for the first quarter of fiscal year 1999 was above budget. However, LOS went from 6.84 in October to 6.63 in December, a reduction of 3 percent. Reducing LOS will continue to be an important focus in fiscal year 1999.

	Days
FY '99 actual:	6.77
FY '99 budgeted:	6.23
FY '98 actual:	6.41

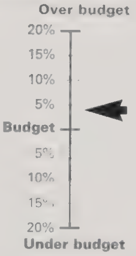


Five-year trend

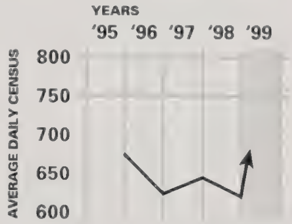


Average daily census was above both budget and the previous fiscal year. A higher LOS explains some of this variance. In addition, the average number of beds in service went from 819 in the first quarter of fiscal year 1998 to 847 in the first quarter of fiscal year 1999.

FY '99 actual:	669
Average beds in service	847
Occupancy rate	79.03%
FY '99 budgeted:	642
FY '98 actual:	622

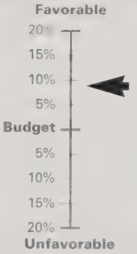


Five-year trend

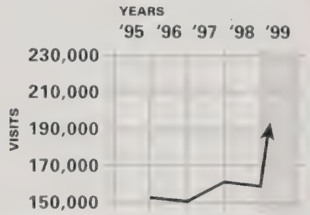


Outpatient visits exceeded both budget and fiscal year 1998 in the first quarter of fiscal year 1999. The positive variance to budget is attributed to high volume at the main campus and the Emergency Department.

FY '99 actual:	190,608
Clinic visits	107,153
Health center visits	66,210
Emergency visits	17,245
FY '99 budgeted:	173,716
FY '98 actual:	159,554
Outpatient Surgeries	3,544

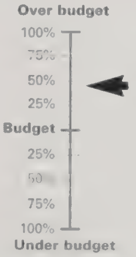


Five-year trend

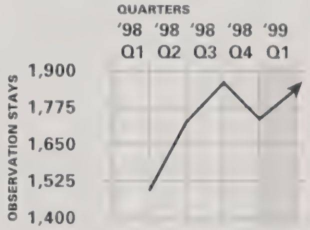


Observation stays showed high volume compared with both budget and the previous fiscal year. The program to review the appropriate classification of inpatients versus observation cases has not affected the high number of observation stays; therefore, a budget variance of 530 was seen.

FY '99 actual:	1,802
FY '99 budgeted:	1,272
FY '98 actual:	1,514
Chemotherapy infusion	91
Routine post-procedure recovery	293



Five-quarter trend



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MGH HOTLINE

WHAT'S HAPPENING

Ash Wednesday services

The MGH Chaplaincy will offer the following services in observance of Ash Wednesday Feb. 17, in the MGH Chapel: Roman Catholic Mass, 11 am and 4 pm; ecumenical prayer service, 12:15 pm; and Episcopalian Mass, 1 pm. Distribution of ashes will take place from 9 am to 5 pm, in the MGH Chapel and on patient care units; noon to 2 pm, CNY Building 149; and 1 pm, 11th floor, Patient Lounge, Mass Eye and Ear Infirmary. All chapel services will be broadcast on Channel 16. For more information, call the Chaplaincy Office at 6-2220.

Home buying seminar

For those buying a condo or house for the first time, the Employee Assistance Program (EAP) will sponsor a seminar entitled "Home Buying – Be an Informed Customer" Feb. 18, noon to 1 pm, in the Wellman Conference Room. The next in the EAP's Work/Life seminar series, the presentation will feature guest speaker Peter Buchanan, chief lending officer at the Harvard Credit Union, who will discuss the financial aspects of the purchasing process, including the steps necessary to secure a mortgage and obtain pre-qualification status. For more information, call the EAP at 6-6976.

Schwartz Center Rounds

All MGH caregivers are invited to the Kenneth B. Schwartz Center Rounds Feb. 26, noon to 1 pm, in the Walcott Conference Rooms. The topic of this month's rounds is "Cancer Care in the Elderly: Assumptions and Challenges." Lunch will be served starting at 11:45 am. To register, call 4-6862.

Biostatistics for clinical investigators

The Clinical Research Program, the General Clinical Research Center and the Center for Clinical Nutrition are sponsoring "Seminars in Biostatistics for Clinical Investigators" March 4, 11, 18, and 25, 4 to 5 pm, in the Walcott Conference Rooms. This course is designed for investigators at the fellow and faculty level with minimal statistical experience. Recommended readings will be assigned from the textbook *Basic and Clinical Biostatistics,* which is on reserve at the Treadwell Library. To register, visit the CRP website at *www.crnet.mgh.harvard.edu* or call the CRP at 6-1669.

Eating disorders forum

The Harvard Eating Disorders Center will sponsor a free public forum entitled "Culture, the Media and Eating Disorders: The Challenge of Promoting Self-Acceptance," Feb. 23, 7 pm, Askwith Lecture Hall, Harvard Graduate School of Education, 6 Appian Way, Cambridge. Taking place during National Eating Disorders Awareness Week, the forum will feature renown guest speakers, including Jean Kilbourne, EdD, creator of the films "Slim Hopes" and "Still Killing Us Softly." There will be a panel of MGH clinical experts, including David Herzog, MD, director of the MGH Eating Disorders Unit and president and founder of the Harvard Eating Disorders Center. Judy Foreman, a health columnist for the *Boston Globe,* will moderate. For more information, call 236-7766.

IHP diversity lecture

The MGH Institute of Health Professions (IHP) will host "Health Diversity in the Home," a presentation discussing the issues caregivers face providing home care, Feb. 18, noon to 1:30 pm, room 336, 101 Merrimac St. The talk will be given by Robert Simmons, founder of Boston Home Infusion, a home health care organization. To attend, call 4-3103.

Cardiac Catheterization lab open house

All are welcome to tour the new Knight Center for Intraventional Cardiovascular Therapy, located on Blake 9 at its open house Feb. 23, 3 to 7 pm. Light refreshments will be served. The Knight Catheterization Lab currently located on Gray 1 will move to the new location March 1. The main phone number will remain 6-7400. For more information about the open house, call 6-5544.

IN GENERAL

Patricia Donahoe, MD, chief of MGH Pediatric Surgical Services, was named a fellow of the American Association for the Advancement of Science in January.

The American Nephrology Nurses Association recently elected **Jean Nardini, RN,** nurse manager of the General Clinical Research Center and the MGH Dialysis Unit, as its president.

Mark C. Fishman, MD, chief of MGH Cardiology, was one of five international scientists invited to speak and teach at the 1998 Wright Science Colloquium. This biannual lecture series given by world experts to the people of Geneva, students and the press covers topics ranging from cell biology to astrophysics in an effort to improve public information, perception and understanding of science. The 1998 conference focused on genomics. The topic of Fishman's lecture was "The Role of Genes in the Creation of Organs."

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or
Emily Carr, associate editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

February 19, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Medicaid loss may imperil care

A **study** of Massachusetts residents who lost Medicaid-funded health coverage shows that most were unable subsequently to find sufficient health insurance for themselves and their children. Those who remained uninsured reported difficulty receiving needed services, even though most of them had access to a health care provider. The study — led by MGH researchers — appears in the February issue of the *Journal of Health Care for the Poor and Underserved.*

Joel Weissman, PhD, the study's lead author, says: "We were interested in seeing whether people who've lost Medicaid coverage could find other insurance, whether their access to care was affected, and whether they could purchase insurance on their own. Even though these families maintained their relationships with safety-net health care institutions, they felt that their access to care was seriously compromised without Medicaid." Weissman is a member of the MGH-Partners Institute for Health Policy.

In 1995 and 1996 researchers conducted a telephone survey of 351 current or former patients of Neighborhood Health Plan. Among those terminated from Medicaid, 78 percent of respondents said at least one family member lacked health insurance. Only 11 percent of the uninsured indicated that they could pay $200 a month or more for coverage, and even at $50 a month, only 57 percent said they could buy insurance.

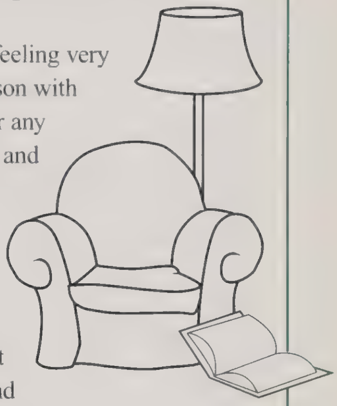
Eric Campbell, PhD, also of the MGH-Partners Institute for Health Policy and a study co-author, notes that the least expensive insurance available to nongroup subscribers in Massachusetts at the time of the study cost $350 a month for family coverage. "There appears to be a serious discrepancy between how much insurance costs and how much low-income people can pay."

Among respondents with serious health problems, people who lost Medicaid were three times as likely as those still covered to report difficulty getting needed care for those problems.

Overall, those without Medicaid were nine times as likely to say they could not get prescriptions filled and three times as likely to say they went without medical care because it was too expensive.

MGH Cancer Resource Room's one-year anniversary

Natalie Lawton commends the extraordinary care she received at the MGH in 1991 while battling ovarian cancer — from her diagnosis and surgery to chemotherapy and follow-up visits. She admits, however, that additional information and resources relating to her illness were not easily accessible at that time.



"I would leave the hospital to return home feeling very alone in the confusing, terrifying world of a person with advanced cancer," she says. "I had to search for any peripheral information about nutrition, support and survival by myself at a time when I had all I could do to get through one day at a time. For my family there was even less help available."

Now, the MGH Cancer Resource Room, which opened a year ago in the Cox 1 Lobby, helps to fill that void by providing a convenient place for cancer patients and their families to find information and materials.

Located within the MGH Cancer Center, the Cancer Resource Room provides a quiet, comfortable setting where visitors can browse through its collection of books, magazines and pamphlets; watch or borrow a video; search the Internet; or just relax in a soft chair with some peaceful music.

(Continued on Page 2)

In the Cancer Resource Room, Natalie Lawton, left, a cancer survivor and volunteer, and Debby Essig, LICSW, the room's co-coordinator, help cancer patients and their families find information and materials relating to their illness.

— Cancer Resource Room's one-year anniversary

(Continued from Page 1)

Information also is available about the wide array of programs and activities taking place in the Cancer Resource Room and throughout the MGH Cancer Center. Offerings include seminars about nutrition, exercise and parenting as well as yoga classes, support groups and peer programs like the Network for Patients and Families, which gives patients the opportunity to meet with others experienced in living with cancer.

Sally Hooper, LICSW, and Debby Essig, LICSW, co-coordinate the room and, along with other social workers and volunteers, assist visitors in finding the information they need.

Lawton, now a cancer survivor and a volunteer in the Cancer Resource Room, believes the room and its staff help improve the experience of those facing cancer as she once did.

"I see the respect with which patients and families are treated," says Lawton. "I see how their faces change when they realize there is help and hope. I hear them comment on what a huge difference it has made to have this oasis available with all its various resources."

The Cancer Resource Room is open Monday through Friday, 9 am to 5 pm. For more information, stop by its location on Cox 1 or call at 4-1822. ●

Partners participates in cardiovascular disease campaign for women

The MGH and other Partners affiliates are participating in a four-month campaign called the "Boston Heart Party" to help educate local women about cardiovascular disease. The program will include screenings, information about cardiovascular disease risk factors and heart health management tips for women.

The campaign, running from Valentine's Day through Mother's Day, is sponsored by Partners, Pfizer, Inc., a research-based pharmaceutical company, and CareGroup, a health care system that includes Beth Israel Deaconess Medical Center.

The Boston Heart Party screenings will be held at more than 60 sites around the Boston area and will be administered by health care professionals from Partners, CareGroup and the organizations' affiliated health centers. Screenings will include such tests as blood pressure measurement, cholesterol and glucose testing and individualized risk factor profiles. The results will be given to each woman at the time of screening, and physician referrals will be provided upon request. The screenings are open to all women free of charge.

"Getting the word out about the active steps people can take to help stay well and reduce their chances of developing heart disease needs to be a higher priority on the nation's agenda," says G. William Dec, MD, director of MGH Clinical Cardiology. "The Boston Heart Party gets the word out on a community level."

MGH health centers and primary care practices will be participating in the Boston Heart Party screenings on the following dates:

- **MGH•Charlestown HealthCare Center**
  73 High St., Charlestown, Feb. 24;
  March 10, 31; April 7, 28; May 5 – all from 6 to 8 pm.
- **MGH East**
  CNY, Building 149, April 30 – 11 am to 3 pm.
- **MGH•Revere HealthCare Center**
  300 Broadway, Revere, March 11 – 11 am to 3 pm;
  300 Ocean Ave., Revere, April 8 – 4:30 to 6:30 pm.
- **MGH•Chelsea HealthCare Center**
  151 Everett Ave., Chelsea, May 7 – 11 am to 4 pm.
- **Boston Evening Medical Center**
  388 Commonwealth Ave., Boston, Feb. 27;
  March 20; April 24; May 8 – all from 12:30 to 2:30 pm.

For more information about the MGH's participation in the Boston Heart Party, call (800) 711-4MGH.

The Boston Heart Party
Cardiovascular Awareness for Women

Cardiac Catheterization lab open house

All are invited to tour the new MGH Knight Center for Interventional Cardiovascular Therapy, located on Blake 9 at an open house Feb. 23, 3 to 7 pm. Light refreshments will be served. The new center is one of the most technologically advanced cardiac catheterization facilities in New England. The cardiac catheterization lab, currently located on Gray 1, will move to the new location March 1. The main phone number will remain 6-7400. For more information about the open house, call 6-5544.

February 12, 1999
MGHHOTLINE
the MGH safe for employees and patients
Helping victims of abuse

MGH Hotline goes online

With the mere click of a mouse button, the latest MGH news can be viewed in an instant. *Hotline* is now online — conveniently accessible from the hospital's Internet home page at *www.mgh.harvard.edu.*

Web surfers around the globe can click on "MGH News and Publications" next to the "What's New" icon on the home page, to see current and back issues of *Hotline* as well as recent news releases about MGH activities. The latest edition of *Hotline* will be posted every Friday afternoon.

Along with weekly articles about patients, employees, programs and services, *Hotline* online will feature the publication's regular columns such as "What's Happening" about MGH events, "Advances" about MGH research and "Partners Progress" about Partners activities.

By bookmarking the site, MGHers can refer easily to each *Hotline* issue, share articles with colleagues, friends and family and reference articles for patients and visitors. The *Hotline* site also links to an e-mail address for submitting story ideas, tips and suggestions for upcoming issues.

For more information about the MGH News and Publications site, call Georgia Peirce at 4-6423 or Jacki Flowers at 4-2753. To submit story ideas for future issues of *Hotline*, call Victoria Brady at 4-6433 or Emily Carr at 4-5627. ●

MGH nurse becomes children's book author

It's tough for moms and dads to say good-bye to their little ones when leaving them at the day care center. Just ask Diane Cocca-Spofford, RN, BSN, of MGH Cardiology. For four years, she took her son Cameron to the MGH Children's Center at CNY before going to her job as a heart failure research nurse.

Fortunately for many MGH parents and children, the teachers at the Children's Center created a game to make the separation a little easier for both parties. In what the staff calls the "good-bye game," children choose a numbered card that indicates how many hugs and kisses they will receive from their parents before saying good-bye.

"The children look forward to playing the game and eventually grow accustomed to the parents leaving," says Cocca-Spofford. "It's a great tool to relieve separation anxiety for children and helps parents say good-bye as well."

The useful tool inspired Cocca-Spofford to write a children's book about the game to help other parents leave their children at day care, with a babysitter or a family member. While on maternity leave with her third child Olivia, now 2, Cocca-Spofford penned the book and recruited her sister, Maryann Cocca-Leffler, to illustrate it.

The *Good-bye Game* is published by Infinity Plus One and was recently selected for the Book of the Month Club. Cocca-Spofford currently is working on another children's book called *Do You Love Me?* to be published in the fall.

WHAT'S HAPPENING

MGPO staff meeting

All MGPO physicians and employees are invited to attend the organization's quarterly staff meeting March 3, 5 to 6:30 pm, in the O'Keeffe Auditorium. Speakers include W. Gerald Austen, MD, MGPO chairman and CEO; Daniel Ginsburg, MGPO president and COO; Samuel O. Thier, MD, president and CEO of Partners; James J. Mongan, MD, MGH president; James Richter, MD, MGPO medical director; Jeffrey Weilburg, MD, MGPO associate medical director; and Joan Sapir, vice president of MGH/MGPO Customer Service and Practice Support. Refreshments will be served. For more information, call 4-9080.

MGH Breast Imaging Center provides rapid results

The MGH Breast Imaging Center, located at Zero Emerson Place, now provides online reading for outpatients getting mammograms. This service offers preliminary mammogram results before patients leave their appointment. Certified radiologists are located onsite to interpret mammogram results. All mammograms are read by two radiologists to ensure accuracy and the highest quality of care for patients. For more information about this new service, call 6-5005 or 6-3517.

Faculty development videos

Videotapes of the Faculty Development Seminar Series — a series of presentations for junior faculty and fellows — are now available for loan. Sponsored by the MGH Department of Medicine Academic Council, these panel discussions cover such topics as "Career Pathways in Medicine," "Academic Advancement and Promotion," "What and When to Publish" and "How to Write a Grant." To borrow a video, call 6-1774.

Lock Monsters host benefit for MGH Angel Fund

The Lowell Lock Monsters of the American Hockey League, an affiliate of the New York Islanders of the National Hockey League, will host a special evening to benefit the MGH Angel Fund supporting Lou Gehrig's disease research, March 17, 6 pm, at the Andover Mariott, 123 River Road, Andover. The evening will feature cocktails, dinner and dancing to music by the band "Mixed Nuts." Guests also will have the chance to meet the Lock Monster players.

Tickets are available at Lock Monster offices in the Paul E. Tsongas Arena in Lowell. Admission requires a $100 donation or $125 for a table with a Lock Monster player. To purchase tickets or for more information, call (978) 458-7825.

MASSACHUSETTS
GENERAL HOSPITAL

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by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

PeopleSoft training

PeopleSoft online requisition classes are being offered through March 30, Tuesdays, 8:30 am to noon, in Founders room 643. All participants should have a working knowledge of Windows software. To sign up for training, call at 4-1388.

Eating disorders forum

The Harvard Eating Disorders Center will sponsor a free, public forum entitled "Culture, Media and Eating Disorders: The Challenge of Promoting Self-Acceptance" Feb. 23, 7 pm, Askwith Lecture Hall, Harvard Graduate School of Education, 6 Appian Way, Cambridge. Taking place during National Eating Disorders Awareness Week, the forum will feature renowned guest speakers and a panel of clinical experts, including David Herzog, MD, director of the MGH Eating Disorders Unit and president and founder of the Harvard Eating Disorders Center. For more information, call 236-7766.

Diversity in research careers panel discussion

Harvard Medical School (HMS) will host a discussion entitled "Diversity in Research Careers: Looking Ahead," March 4, 3 to 5 pm, in the T-MEC Amphitheater, second floor, 260 Longwood Ave. A reception will follow from 5 to 6 pm. The presentation is open to the Harvard medical community. For more information, call 432-1572.

Head and neck gene therapy

James Rocco, MD, PhD, from Johns Hopkins Hospital in Baltimore, will speak about "Tumor Suppressive Gene Therapy for Head and Neck Squamous Cell Carcinoma" Feb. 26, 8 am, fourth floor Conference Room, MEEI. The MGH community is welcome. For information, call 573-3654.

The Blum Patient and Family Learning Center: open house and call for volunteers

The Maxwell and Eleanor Blum Patient and Family Learning Center — opening March 1 in the Main Corridor at the top of the staircase — will hold an open house for the MGH and Partners community, Feb. 24, 2 to 4 pm. The center is being established to provide library services for patients and their families. It will house a collection of educational and consumer-focused books, pamphlets, brochures, magazines, videos, audiotapes and computer software. Staffing will include a full-time health information librarian and a patient education specialist nurse.

The center also is recruiting volunteers to work Monday to Friday, 9 am to 5 pm. Responsibilities will include assisting visitors in finding information and resources about health, illness and treatment as well as helping the center's staff with "behind the scenes" work, such as processing, mailing and copying.

Volunteers should have strong communication skills, enjoy working with people of all ages and be able to commit to a regular schedule, which includes covering three-hour shifts. In addition, volunteers will be given orientation and training sessions to learn library technology.

For more information about this volunteer opportunity, stop by the Volunteer Department on Clinics 1 or call the office at 6-8540.

March 1, 1999

MGH**HOTLINE**

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH opens new cardiac catheterization lab

When the new MGH Knight Center for Interventional Cardiovascular Therapy opens March 1, it will offer one of the most technologically advanced cardiac catheterization facilities available in New England. The 13,000-square-foot facility on Blake 9 will enable the MGH to improve patient care and education, reduce hospital length of stay, expedite the flow of patient information to physicians and increase research studies designed to advance cardiac care.

Cardiac catheterization, which is the procedure of guiding a catheter through a main artery in the leg up to the heart to obtain images of blood flow and heart function, was introduced to the MGH in 1949. The first and current consolidated catheterization suite of four rooms, opened 10 years ago, as cardiac catheterization became the definitive method for diagnosing certain types of heart problems and for successfully treating a wide range of cardiac conditions.

"After seeing many catheterization laboratory facilities in the United States and around the world, there is no question that the new Blake 9 cardiac cath lab is by far one of the best facilities around," says Igor Palacios, MD, director of the MGH Cardiac Catheterization Laboratory. "It is a commitment from the hospital to offer our patients a full range of options in the diagnosis and treatment of cardiovascular diseases. This facility will provide our highly specialized staff with an

(Continued on Page 2)

Above: Carolyn Cain, RN, demonstrates one of the imaging devices in the new cath lab.

Right: Susan Cronin-Jenkins, CCRN; Steve Oesterle, MD; Igor Palacios, MD; and Mark Fishman, MD, chief of MGH Cardiology.

A new approach to destroy painful bone tumors

About 10 months ago René Mares, a 45 year old from San Diego, began experiencing severe pain in his upper right leg. After ruling out a few conditions, his doctors in California found a benign bone tumor in his femur. This tumor, called an osteoid osteoma, typically occurs in children and is known for being extremely painful.

The traditional surgical method for removing the tumor can be just as grueling as the tumor itself, often requiring a long incision, extensive drilling and cutting into bone, lengthy bed rest and two weeks to three months on crutches.

This was not a reasonable option for Mares, who owns a busy landscape architecture firm and enjoys an active lifestyle. Desperate to relieve his excruciating pain, he turned to the Internet, where he learned about a minimally invasive procedure called radiofrequency tumor ablation being performed by Daniel Rosenthal, MD, of MGH Radiology.

(Continued on Page 3)

Daniel Rosenthal, MD, (left) and René Mares

— Catheterization lab

(Continued from Page 1)

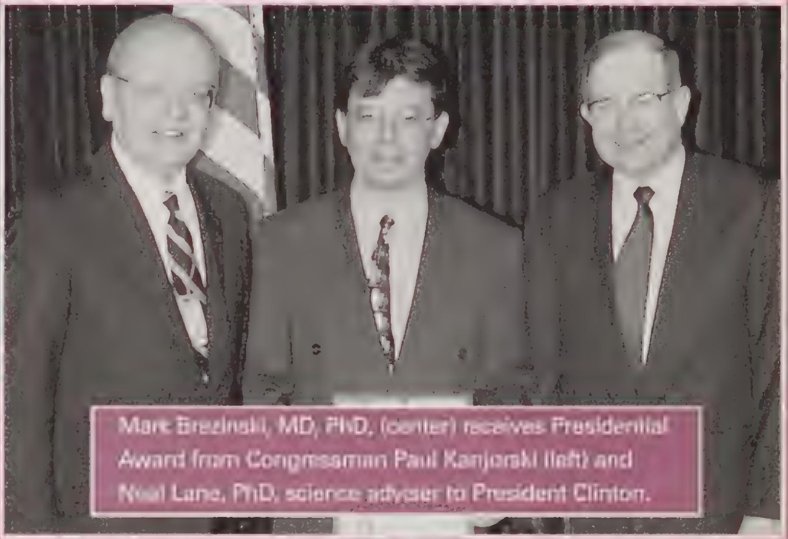
excellent environment for the further development and evaluation of innovative interventional procedures to treat patients with a variety of heart diseases. In addition, the laboratory will offer a stimulating environment for cardiovascular research."

According to Steve Oesterle, MD, director of Invasive Cardiology at the MGH, the high-resolution imaging processors in the new facility will be linked to a digital archive where the images can be stored and distributed throughout the hospital's network. The digital images also can be stored on compact disks rather than on large rolls of expensive film. "With a secure access system in place, these studies can be available within the Partners network, which will improve communication of patient information," he says.

David Read, MGH administrative director of Cardiology, adds that using this latest in imaging technology will reduce radiation exposure for patients and staff.

The current catheterization laboratory has been operating above 95 percent capacity, with more than 6,000 procedures a year. With the increase in capacity to six rooms, the new lab will accommodate elective procedures in a timely manner. Patients from referring hospitals now will be admitted directly to the new facility so that procedures can be performed the same day, which will reduce the length of hospital stay.

"One of the most dramatic physical improvements is in the patient and family waiting area," says Susan Cronin-Jenkins, CCRN, nurse manager of the new center. "The new facility offers enhanced environmental comforts such as spacious and attractive reception and waiting areas. Here patients and families can be together prior to a procedure, and families can have easy access to updates on patient status once a procedure has begun. A new exam/consult room will fully support patient, family and physician communication in a private and confidential setting."



Mark Brezinski, MD, PhD, (center) receives Presidential Award from Congressman Paul Kanjorski (left) and Neal Lane, PhD, science adviser to President Clinton.

Brezinski receives Presidential Award

Mark Brezinski, MD, PhD, an MGH cardiologist and researcher, has been named a recipient of the Presidential Early Career Award for Scientists and Engineers. The award, presented at a White House ceremony Feb. 10, is t[illegible] highest honor given by the U.S. government to outstanding scientists and engineers beginning their independent research careers. Brezinski received a five-year, $500,000 grant to further his investigations.

Brezinski was nominated for his involvement in the creation of a new imaging technology called optical coherence tomography (OCT). Powerful enough to allow viewing of the nuclei of individual cells within living tissues, OCT produces an optical biopsy — providing the same information acquired from a surgical biopsy without the need for tissue removal. It shows great promise in situations in which conventional biopsy techniques would be dangerous or ineffective and could facilitate early detection of cancers, heart disease and arthritis.

Nobel prizewinner to speak about developmental research

Christiane Nusslein-Volhard, PhD, a recipient of the 1995 Nobel Prize in Medicine, will speak at the MGH about her groundbreaking work in developmental genetics. Nusslein-Volhard, of the Max-Planck-Institute in Tubingen, Germany, will discuss "Flies and Fishes — Model Organisms in Developmental Biology," as a co-recipient of the 1998 Warren Triennial Prize, the most prestigious award given by the MGH. The lecture will take place March 2, 4 to 5 pm, in the O'Keeffe Auditorium. The entire MGH community is invited.

The co-recipient of the 1998 Warren Prize, Paul Zamecnik, MD, MGH Department of Medicine, will speak at another event later in the spring.

Caring about pain relief

The MGH Pain Service, Palliative Care and Patient Care Services are working together to improve a critical aspect of patient care — pain assessment and management.

The collaboration has started a 2½-year campaign, called MGH Cares About Pain Relief, to make pain relief a hospitalwide priority by educating all clinical staff and patients and generating changes in hospital policy.

The project has started evaluating pain management practices and examining patient and clinician knowledge and attitudes about pain relief. This assessment will be used to develop hospitalwide programs and interventions to target areas in which knowledge about pain relief may be deficient and to clarify any misconceptions. Supported by the Mayday Foundation, a global organization dedicated to pain management, MGH Cares About Pain Relief aims to establish guidelines that can be applied to educate clinicians at other medical centers as well.

Analysis of pain management practices is being piloted on Ellison 7, 12 and White 10. Other upcoming events include taking MGH's "pain pulse," a hospitalwide, simultaneous test to determine the pain level of all inpatients. The information will serve as a baseline to measure the changes in pain levels resulting from the implementation of the MGH Cares About Pain Relief program.

Heather Young, RN, of Palliative Care and the Pain Service, who is the project manager of the campaign, says: "Despite clearly established guidelines for pain relief, poor pain management remains a reality. We hope to change this by making pain management a top priority in our daily work as caregivers." For more information regarding the MGH Cares About Pain Relief program, call 4-9193. ●

— New approach to bone tumors

(Continued from Page 1)

"When we do this procedure, the [illegible]nts are able to walk out the same [illegible]hey arrive with just a Band-Aid," says Rosenthal. The technique offers fast pain relief, often within 24 hours, while all traces of the tumor disappear from X-rays within approximately a year.

For Mares, there was no doubt in his decision to come to the MGH. "By comparison, the procedure is a miracle," he said. Just hours after his surgery, he reported, "I feel fantastic." That same afternoon, Mares left the MGH and set off to explore Boston – by foot.

The radiofrequency tumor ablation procedure, which requires general anesthesia, delivers tiny waves of energy through a needle placed into the center of the tumor. The energy, emitted through a very small wire, heats up the tumor, baking and destroying it.

Rosenthal borrowed the idea 10 years ago from MGH neurosurgeons who were using applications of radiofre[illegible]cy energy to treat a condition of [illegible]f the nerves in the brain. Given an MGH in-house training grant to adapt the procedure to bone, and with the support of doctors in the Oncology Service of the MGH Orthopædics Department, Rosenthal soon treated his first patient.

"The procedure has developed into a highly successful program, with patients coming for treatment from all over the world," says Rosenthal, who sees about one case a week, a high number considering the rarity of the tumor. To attest to the program's growth, traditional surgery for these types of tumors now is rarely performed at the MGH, and other hospitals are adopting the radiofrequency approach. A similar concept using radiofrequency energy also is being used for certain types of tumors in the kidney and liver.

Patient satisfaction also is a testament. Now, three weeks after his visit to the MGH, Mares says he virtually feels no pain and is medication-free. He calls all aspects of his MGH experience wonderful and is looking forward to resuming all the activities he once enjoyed with a new sense of appreciation. "The pain I felt was extremely intense and required a very stoic way of living. Life without pain is like a rebirth," Mares says. ●

Medical ICU reopens on Blake 7

Medical Intensive Care Unit

Charles Hales, MD, of the Pulmonary and Critical Care Unit, and Ann Quealy, RN, nurse manager, snip their way to the new 18-bed Medical ICU on Blake 7, which began receiving patients Feb. 23. The unit, which moved from Bigelow 9, will keep all the same telephone and fax numbers. To contact the floor, call 6-8048.

WHAT'S HAPPENING

MGH in the news

Reporter Mike Barnicle will give an account of his experience as an MGH patient on the WCVB, Channel 5 program "Chronicle," which is expected to air March 1, at 7:30 pm. Barnicle was admitted to the MGH for open heart surgery in December 1998.

Free family concert

In celebration of Children and Healthcare Week, the MGH Pediatric Service will host a free family concert starring Livingston Taylor March 18, 6:30 pm, in the O'Keeffe Auditorium. Tickets are available in the Warren Library, Bulfinch Basement, and in the Bigelow 10 Nursing office. Seating is limited, and only four tickets will be allowed per person. For more information, call John D'Angelo at 4-3758.

MGPO staff meeting

All MGPO physicians and employees are invited to attend the organization's quarterly staff meeting March 3, 5 to 6:30 pm, in the O'Keeffe Auditorium. Speakers include W. Gerald Austen, MD, MGPO chairman and CEO; Daniel Ginsburg, MGPO president and COO; Samuel O. Thier, MD, president and CEO of Partners; James J. Mongan, MD, MGH president; James Richter, MD, MGPO medical director; Jeffrey Weilburg, MD, MGPO associate medical director; and Joan Sapir, vice president of MGH/MGPO Customer Service and Practice Support. Refreshments will be served. For more information, call 4-9080.

Leg health day

The MGH General Store will host a leg health day March 4, 11 am to 4 pm. Representatives from Jobst Compression Stockings will be available to answer questions about tired and aching legs and spider and varicose veins. All Jobst products will be 20 percent off, and a special gift will be included with each purchase. Free samples of Eucerin skin cream and Aquaphor ointment also will be available. For questions, call 6-2227.

Bulfinch Temp payroll changes

The payroll function supporting the Bulfinch Temporary Service recently moved from 101 Merrimac St. to Clinics 117, consolidating with the Corporate Payroll Department of Partners Finance.

Although the office has relocated, the procedure for submitting time slips has not changed. All slips must be deposited each Monday by 9 am. For weeks with Monday holidays, time slips should be submitted by noon the previous Friday. Weekend workers should submit their time slips at the close of the Saturday shift.

Temps should use the time slip boxes at the following locations: MGH — across from the Credit Union on Clinics 1 and outside the Mail Services office, Gray basement; and CNY — adjacent to the Human Resources reception area, seventh floor east. Temps working off-site who do not have access to any one of these boxes may fax their slips to the Payroll Office at 4-5053.

For questions relating to budget charges, paychecks, direct deposit or other pay issues, call the Payroll Office at 6-5859 or 4-6326. For information about temporary staffing — including performance issues, evaluation or recommendations — call one of the Bulfinch Temporary Service staffing specialists at 6-5858.

Coding-related courses

Partners Corporate Training will host a registration booth for its coding-related classes, 3:30 to 6 pm, at the following Partners-affiliated institutions: March 8 — Central Lobby at MGH; March 9 — cafeteria entrance at BWH; and March 10 — in the atrium, CNY Building 149. The available courses, offered in collaboration with Northeastern University Health Management Information Services, will be Anatomy and Physiology with Lab 2, Monday evenings; Anatomy and Physiology with Lab 3, Wednesday and Thursday evenings and Saturdays; Pathophysiology 2, Monday evenings; ICD-9 CM Coding 2, Wednesday evenings; and CPT-4 Coding, Monday evenings. Classes begin the week of March 29 at Northeastern. For more information, call Tamara Boseman at 6-2230.

Running and cycling meeting

The MGH Running Club and Cycling Team will hold a joint team meeting March 10, 6 to 9 pm, in the Haber Room, Blake 1. Running, cycling and walking coaches will be available to give tips and answer questions. Pizza and soda will be served. All are welcome. For more information, send e-mail to *kulbricht@partners.org.*

CPR training at Chelsea

MGH•Chelsea HealthCare Center will offer the following CPR training courses for the MGH community: CPR Bystander Training (six-hour course) March 1 and 3, 6 to 9 pm; and CPR for Health Care Providers Retraining (two-hour course) March 4, 7 to 9 am, 9 to 11 am or 11 am to 1 pm. Classes take place in the fourth floor conference room, MGH•Chelsea HealthCare Center, 151 Everett Ave. To register, call (781) 485-6215.

MASSACHUSETTS
GENERAL HOSPITAL

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Emily Carr, associate editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

website: *www.mgh.harvard.edu*
(MGH News and Publications)

March 5, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Maxwell and Eleanor Blum Patient and Family Learning Center opens

As of March 1, patients, visitors and employees now can take advantage of the many patient education and health-related resources the Blum Patient and Family Learning Center has to offer.

Equipped with several computer terminals and a wealth of printed materials, the center offers information from the simplest pamphlet to the most sophisticated computer program — all housed in a warm and friendly environment. The center is located in the Main Corridor between the Main Lobby and Coffee Central and is staffed by a patient education specialist and a health information librarian along with many volunteers.

"The center truly will be a 'hub' of patient education at the MGH," says Sally Millar, RN, director of the Blum Center. "It is a centralized place where patients, family members and clinicians can come to learn about health and illnesses. We also can direct visitors to any of the other locations in the hospital that house additional patient education information."

The center is open Monday through Friday from 9:30 am to 6:30 pm, Thursdays until 9 pm and Saturdays 11 am to 3 pm. For more information about the center and its resources, call 4-PFLC (7352).

Brian MacDonnell, RN, and Nicole Wood, RN, from Ellison 14, search the web for patient education information at the Blum Center's open house Feb. 24.

MGH team helps child battle rare condition

Chelsea Heath, 5, has spent most of her life in and out of hospitals. In 1993 at the age of 8 months, she started having unexplainable seizures. Her hometown doctors in Texas treated her for juvenile diabetes because of her high protein levels and administered antiseizure medications, but Chelsea failed to respond.

She eventually stopped eating, drinking and crawling. Her sensitive body was unable to digest food. Finally at 18 months, Chelsea was diagnosed with cystinosis, a condition caused when cystine, an amino acid, accumulates in the body's cells and forms crystals. It first strikes the kidneys and eyes and can spread through the liver, muscles, pancreas, brain and white blood cells. Along with seizures, other complications may arise if the disorder is not diagnosed and properly treated. This rare genetic disease affects one out of every 200,000 children.

Holli Heath-Indyck, Chelsea's mother, was frantic until she learned that several children with cystinosis were being treated successfully at the MGH. A team of MGH specialists — including gastroenterologists, ophthalmologists, endocrinologists, orthopædic surgeons, physical and occupational therapists, social workers and speech pathologists — work together to treat this disease.

The family moved Chelsea and her two siblings to Boston in 1994. "We've been here ever since," said Mike Indyck, Chelsea's father. "Chelsea has spent a lot of time at the MGH."

Julie Ingelfinger, MD, an MGH pediatric nephrologist and Chelsea's principal care physician, has worked with Chelsea for four years. Ingelfinger's main concern is to prevent cystinosis from causing kidney and other organ failure. Her second challenge is to maximize Chelsea's growth and see that she receives proper nutrition.

"Chelsea was failing to thrive," said Ingelfinger. She adds that patients'

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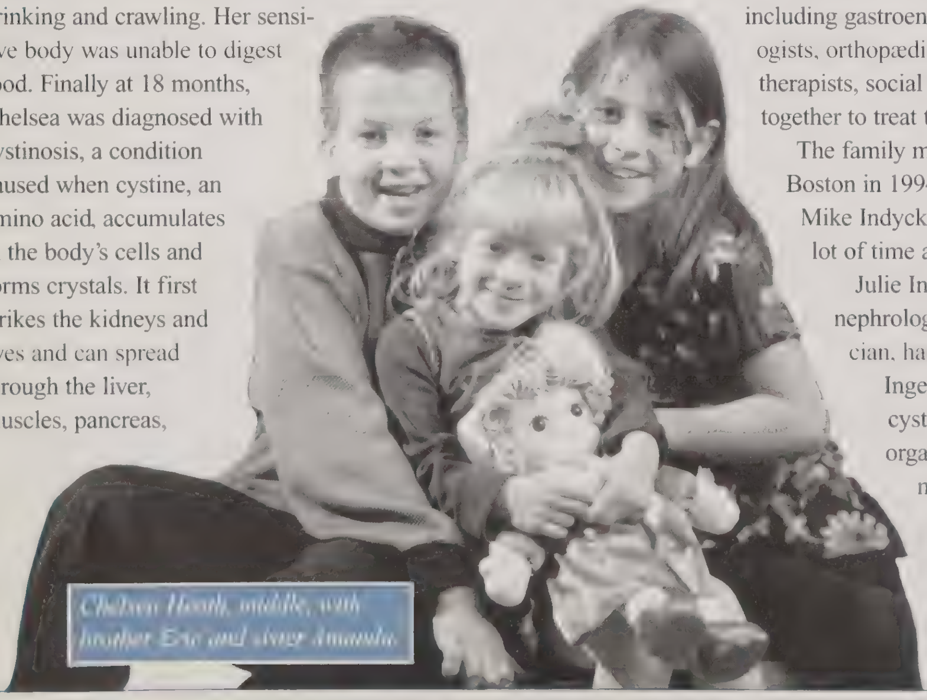


Chelsea Heath, middle, with brother Eric and sister Amanda

Gearing up for Children and HealthCare Week

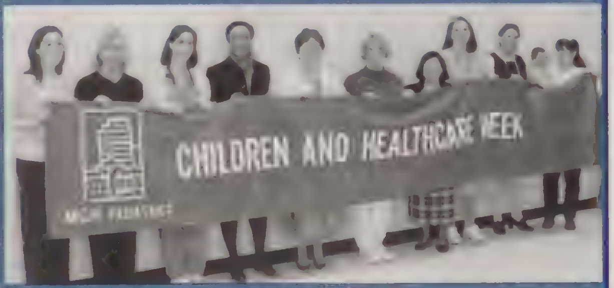
The MGH will celebrate National Children and HealthCare Week March 15 to 19, a week long series of events featuring a variety of programs and activities that focus on child and adolescent health. The following events will take place during the week:

✿ Art fair

Pediatric patients, children of employees and youngsters from local schools may submit their artwork for the MGH art fair, which will be on display all week in the Main Corridor. Children's pictures should reflect things and people that keep them healthy and safe. Prizes will be awarded for first, second and third places. Entries should include the .artist's name, address and phone number on the back and should be sent by March 12 to: MGH KIDS Art Fair, c/o Kara Levoshko, Ellison 18.

✿ Family-Centered Care Awards

MGH employees are encouraged to nominate their colleagues for the Family-Centered Care Awards, recognizing pediatric clinical and support staff who go beyond their work or practice to demonstrate principles of family-centered care. Five recipients will receive awards at the "Celebrate Us" party March 19, 2 to 4 pm, in the Ellison 17 Conference Room. Nominations should include a short paragraph stating how the individual supports family-centered care. They should be sent to Judy Newell, RN, MSN, Nursing Office, Bigelow 10 by March 10. For more information, call 4-5720.



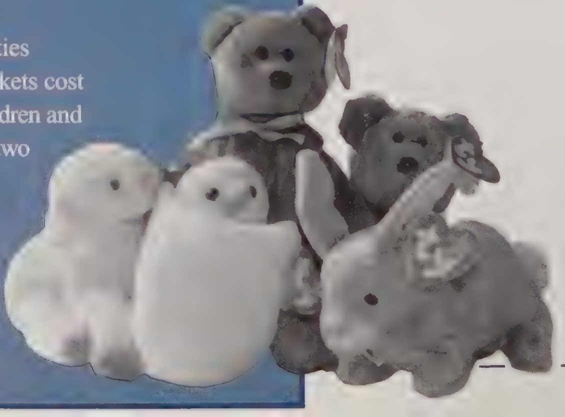
Raising their banner: members of the Children and HealthCare Week Committee have been working hard to prepare programs and activities for MGH's Children and HealthCare Week beginning March 15. Stay tuned for a more complete list of events in next week's issue of Hotline.

✿ Parent/professional conference on pediatric issues

All are welcome to attend "Parents and Professionals: A Natural Partnership in Pediatrics" with keynote speaker, Ralph Worthington, PhD, of the Department of Medicine at East Carolina University, March 15, 8 am to 4:30 pm, in the O'Keeffe Auditorium. The conference will address the importance of parent/professional partnerships in the care of pediatric patients, focusing on such topics as family-centered care, assessment of suicide risk and eating disorders, as well as cultural differences in parenting. Admission is free for MGH employees, $25 for Partners employees, parents and students and $60 for all others. The conference carries 7.8 contact hours. To register, call 6-3111.

✿ Beanie Baby raffle

A Beanie Baby raffle will be held to help support all of the festivities taking place throughout Children and HealthCare Week. Raffle tickets cost $2 each, and $5 for three. Raffle tickets may be purchased from Children and HealthCare Week Committee representatives throughout the next two weeks in the Central Lobby or by calling 4-KIDS (5437).



— Pediatric patient

(Continued from Page 1)

bodies may respond well to one course of action and then become sensitive and unresponsive to medications. Treatment can be difficult because what works one day, might not the next.

For the most part, Ingelfinger has prescribed varying doses of medicines that have helped Chelsea but are not a cure for her disease. "There isn't one solution," says Esther Israel, MD, Chelsea's gastroenterologist. "Chelsea's condition is always waxing and waning. We often must find alternatives to make sure proper nutrition and medications are provided."

When Chelsea isn't hospitalized, she still needs 24-hour nursing attention. Even though she hasn't been hospitalized for several months, Chelsea continues to receive all of her medications, IV solutions and nourishment through a tube.

"Chelsea is doing well," says Indyck. "She is attending preschool and will start kindergarten next year. She is progressing, but it is deceiving because she is very fragile."

According to her father, all of Chelsea's caregivers have been a great help to the family. John D'Angelo, MGH Pediatrics' liaison, coordinates all of Chelsea's medical appointments. Lynn McCusker, RN, Chelsea's primary nurse, has become very close to the family.

Indyck lavishes praise on the entire staff. "It's like they're family, not employees," he says. "At the MGH it's about people, not money or place but the individual. They really do care." ●

March 5, 1999

MGHHOTLINE

Opening of the MGH Weight Center

MGH Weight Center staff, front row, from left, Michael Gagnon; Alison Hoppin, MD; Lee Kaplan, MD, PhD; Susan Oliverio, MD; and Janey Pratt, MD. Back row, from left, Cara Szeghy; Amy Packard; Anne Becker, MD, PhD; Tod Gulick, MD; Catie Hanley, RD; Ann Greenwood; and Sue Cummings, RD. Not shown are Suzanne Koven, MD, and Sheldon Randall, MD.

Studies have shown that obesity is reaching epidemic proportions around the world. In America, obesity affects one-third of all adults and one-fifth of children and adolescents.

To better understand and treat obesity, the MGH Weight Center recently was established as a joint effort of the departments of Medicine, Surgery, Pediatrics and Psychiatry. The center is directed by Lee Kaplan, MD, PhD, of the MGH Medical Service and Gastrointestinal Unit, and includes a multidisciplinary team of clinicians and researchers dedicated to helping patients with weight disorders.

"I am proud that the hospital has assembled the resources and outstanding professionals to establish the MGH Weight Center so that we can provide the best treatment and work to find ways to prevent and possibly cure this challenging medical problem," says Kaplan.

Because even mild obesity can increase the risk of having diabetes, heart disease and other illnesses, weight disorders are now recognized to be serious medical problems requiring complex treatment.

The center will offer a full range of services to overweight adults and children, including nutritional, exercise and psychological counseling as well as medical and, if necessary, surgical treatment.

Like other chronic medical illnesses, obesity requires specialized treatment and follow-up. Each patient is evaluated by a team of clinicians, including an internist or pediatrician, a registered nutritionist and a weight counselor. The team then recommends a treatment plan tailored to each patient.

The MGH Weight Center staff includes professionals specializing in internal medicine, pediatrics, surgery, psychiatry, psychology, nutrition and exercise physiology. Other MGH physicians who care for obese patients — including specialists in diabetes, endocrine disorders, heart and vascular disease — also are affiliated with the Weight Center.

Depending on the individual treatment plan, patients enter various phases of treatment, followed by a maintenance program, which provides follow-up care and support during and after weight loss. A reinforcement program also is available for patients who regain lost weight.

To better understand the causes, complications and effective treatments of weight disorders, the MGH Weight Center will pursue a clinical research program, including clinical trials and genetic and epidemiologic studies.

"We are committed to understanding the biological basis of obesity and strongly encourage our patients to become our partners in finding better methods of treatment," says Kaplan.

For more information, contact the MGH Weight Center at 6-4400 or by e-mail at *weightcenter@mgh.harvard.edu.* ●

Classification of overweight and obesity in adults according to Body Mass Index (BMI).

To calculate BMI, use the following formula: (Weight in pounds) x 704 ÷ (height in inches)^2 = BMI.

Obesity of any class could mean an increased risk of medical problems such as diabetes, heart disease, hypertension, stroke, respiratory and liver problems as well as many types of cancer.

Classification	BMI	Risk of complicating medical problems
Underweight	<18	Increased risk of problems related to underweight
Normal range	18 - 25	Low
Overweight	25 - 30	Mildly increased
Class I	30 - 35	Moderate
Class II	35 - 40	High
Class III	> 40	Very high

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WHAT'S HAPPENING

Neuroendocrine symposium

The MGH Neuroendocrine Unit will present a symposium about bone loss and the consequences of anorexia nervosa entitled "Treatment Strategies for Osteoporosis in the Year 2000" March 31, noon to 2 pm, in the Partners Training Office, Charles River Plaza, 185 Cambridge St. Speakers include Steven Grinspoon, MD, of the Neuroendocrine Unit, and David Herzog, MD, director of the MGH Eating Disorders Unit. Lunch will be provided. To register, call 4-2826 by March 15.

Industry-sponsored clinical trials workshop

The Clinical Research Program (CRP) will sponsor "Negotiating and Developing Budgets for Industry-Sponsored Clinical Trials" for clinical investigators March 17, 4 to 5 pm, in the O'Keeffe Auditorium. Chris Colecchi, director of Clinical Trials and Industrial Relations for the CRP, will discuss the budget process from the sponsor and site perspectives. Registration is required. To register or for more information, visit the CRP website at *www.crnet.mgh.harvard.edu* or call 4-2900.

Lock Monsters host benefit for MGH Angel Fund

The Lowell Lock Monsters of the American Hockey League, an affiliate of the New York Islanders of the National Hockey League, will host a special evening to benefit the MGH Angel Fund supporting Lou Gehrig's disease research, March 17, 6 pm, at the Andover Marriott, 123 River Road. The evening will feature cocktails, dinner, dancing and the live band "Mixed Nuts." Guests also will have the chance to meet the Lock Monster players.

Tickets are available at the Lock Monster office in the Paul E. Tsongas Arena in Lowell. Admission requires a $100 donation or $125 for a table with a Lock Monster player. To purchase tickets or for more information, call (978) 458-7825.

Running clinic

Joan Benoit Samuelson, Olympic gold medalist and Boston Marathon champion, will conduct a running clinic for the MGH Boston Marathon Team March 8, 6 to 8 pm, in the Walcott Conference Rooms. The MGH Marathon Team includes 45 members who will be running to benefit MGH Pediatric Oncology research. The team includes clinical staff and other employees as well as family and friends of MGH pediatric cancer patients. The runners have committed to raise $2,000 each. For more information about the event, call 4-2818.

MASSACHUSETTS
GENERAL HOSPITAL

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by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

website: *www.mgh.harvard.edu*
(MGH News and Publications)

Social Work month

In recognition of Social Work Month this March, the MGH Social Services Department will host the following presentations in the O'Keeffe Auditorium: "Acupuncture and Oriental Body Therapy," March 11, 10 to 11:30 am; "Living with Breast Cancer and Surviving Treatment," March 18, 11 am to noon; "Reikki, Polarity Therapy, Therapeutic Touch and Other Alternative Therapies," March 25, 10 to 11:30 am. Social work CEUs are pending. All are welcome. For more information, call 6-2607.

Ethics seminar

The MGH Ethics Task Force will present "Who Lives and Who Dies — The Case of Four Infants and Three ECMO Machines," March 9, 4:30 to 6 pm, in the Ether Dome. Robert Truog, MD, director of the Pediatric Intensive Care Unit at Children's Hospital, will discuss the case, and Patricia Lally, RN, CCRN, of the MGH Pediatric Intensive Care Unit, will respond. All are welcome. For more information, call 4-8077.

Computer workshops

Partners Information Systems will offer computer workshops focusing on standard Partners software applications throughout the spring in the Partners Training Office, Charles River Plaza, 185 Cambridge St. Schedules, course descriptions and registration materials are available on the web by selecting "training"at *http://helpdesk.partners.org/data;* and from Partners Human Resources offices located at White 14, Blossom Court, CNY Building 149 - seventh floor; at the Partners Training Office; or by calling (800) 315-0895.

DIALOGUE on complementary medicine

The Friends of the MGH Cancer Center and the Cancer Affairs Committee will host the next of their DIALOGUE discussion series. The program is entitled "Complementary Medicine for Cancer: Panacea or Problem?" and will be held March 16, 5 pm, in the Walcott Conference Rooms. The moderator, Henry Mankin, MD, former chief of MGH Orthopædics, and a panel of specialists will address the pros and cons of various types of complementary medicine. All are welcome. For more information, call 6-1063.

Cancer support

The MGH Cancer Center Patient and Family Support Program will offer the following seminars for cancer patients, families, friends and staff, noon to 1 pm, in the Cancer Resource Room on Cox 1: "What to Expect from Chemotherapy," March 8; and "Managing Lymphadema (arm and leg swelling) through Exercise," March 10. For more information, call 4-1822.

Public health summer studies at Harvard

The Harvard School of Public Health summer session will take place July 1 to 23 and July 26 to Aug. 13, offering graduate courses in the core areas of public health. The application deadline is April 2. To receive a brochure and application, call 432-1052, send e-mail to *summer@hsph.harvard.edu* or visit the website at *www.hsph.harvard.edu/summer/brochure.*

March 12, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Celebrating Women's History Month — highlights of accomplished MGH women

Since the first patients were cared for at the MGH in 1821, women — including nurses, social workers, therapists, volunteers and eventually physicians and researchers — have played an important role at the hospital.

Because of the male-dominated culture of the 1800s and early 1900s, however, women have faced many challenges in rising through the ranks of their fields to hold significant leadership positions. At the MGH, some have met those challenges and have become pioneers in the fields of nursing and social work. In 1932, when the hospital accepted its first woman resident, women at the MGH also began setting milestones in the field of medicine.

In recognition of Women's History Month this March, some of the accomplished women at the MGH are highlighted below for their significant contributions in the areas of nursing, social work and medicine.

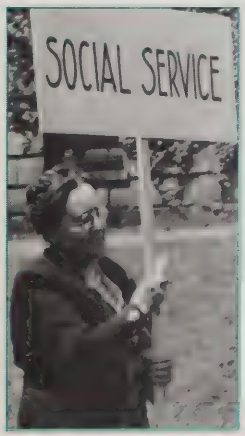
Highlights of the history of women at the MGH

For years, the field of nursing was one of the few vocations that a woman could enter. Several women rose to the top of the nursing field at the MGH, such as Annabella McCrae, RN, (1864-1948) who taught at the MGH School of Nursing for 33 years. She wrote *Procedures in Nursing,* a two-volume book, which has been used by countless nursing schools for the practical instruction of nurses. The book ran to seven printings and has been translated into Chinese and Turkish.

Another pioneer in nursing was Ruth Sleeper, RN, (1900-1993) who came to the MGH in 1946 and helped lead the way in transforming nursing education by expanding classroom instruction. She developed a curriculum that combined nine months of practical training in the hospital with 28 months of academic classes. Now considered standard nurses training, this combination was revolutionary when first introduced.

Ruth Sleeper, RN

The field of hospital social work also has long been an important venue for women at the MGH. With the mentorship of Richard Cabot, MD, who proposed the inclusion of social services at the MGH in 1905, Ida Cannon (1877-1960) was hired in 1906 and developed the MGH Social Service Department, the first of its kind in any hospital. She was the first to demonstrate that the diagnostic and treatment skills of social casework were integral to the comprehensive and compassionate care of patients and their families. Her knowledge of social agencies in the community led to the first hospital-community linkages. It was this understanding that influenced the development of the department, which became a model of medical social work in the United States and abroad.



Ida Cannon

With Ida Cannon as inspiration, Eleanor Clark (1924-1984) became the director of the MGH

(Continued on Page 2)

— Celebrating Women's History Month

(Continued from Page 1)

Social Services Department in 1964. She created the MGH Continuing Care Planning Unit, the first of its kind in the nation, in which elderly patients who could not return home were transitioned into community facilities and home care programs approved by the hospital and followed by MGH staff in their care. She also established the Adult Foster Care Program, the first in a general hospital, and was the first woman to be promoted to associate general director at the MGH.

It only has been in the last 60 years that women at the MGH have distinguished themselves in what has been a traditionally male-dominated physician arena. In 1932, Marian Ropes, MD, (1903-1994) became the first woman appointed as a resident in Medicine at the MGH. She was recognized for her contributions to the field of rheumatology and was the first woman to be elected president of the American Rheumatism Association, now the American College of Rheumatology.

Marian Ropes, MD

Harriet L. Hardy, MD, (1905-1993) was the first female physician to become a full professor at Harvard Medical School. In a landmark study in the mid-1940s, she identified beryllium as the cause of chronic respiratory disease in factory workers who made fluorescent lights. She established the National Beryllium Registry, an MGH unit that became a model for tracking occupational hazards and establishing guidelines for their control.

Thought to be the first African-American woman physician at the MGH, Frances Bonner, MD, made hospital history when she started her psychiatric residency in 1947. [illegible] began her research career at the MGH with a two-year fellowship studying hysteria. Along with several colleagues, Bonner began the Boston Psychoanalytic Institute of New England in 1975, an offshoot of the Boston Psychoanalytic Society and Institute.

Frances Bonner, MD

Even though progress has been made in empowering women to the highest levels of their fields, women today continue to overcome obstacles to their career paths as they strive to establish themselves in various leadership roles.

In acknowledgement of the barriers that women still face, the MGH established the Office for Women's Careers in 1997 to help facilitate career advancement and enhance job satisfaction for women at the hospital.

Today, women at the MGH have risen to leadership positions, such as chiefs and division chiefs of medical services, clinical and se[illegible] vice presidents and administrative department heads. ●

Family walk honors mother and supports cancer research

Thomas Lynch, MD, (center) with Romaine siblings (left) Mark, Kim, Craig and Keith Romaine, pictured with his children Kyle (in arms) and Melissa and Michael (seated).

Last June, the children of Helen Romaine — an MGH patient who died of lung cancer in 1997 — organized a walk in her memory and raised $7,000 for MGH lung cancer research. Pleased with the event's success, the Romaine children have decided to plan another for this spring.

"We wanted to keep our mother's memory alive, especially for her young grandchildren, as well as make a contribution toward finding a cure for cancer," says Kim Romaine.

More than 150 family, friends and colleagues participated in the walk, which took place in Stoughton, Mass., where Helen lived and raised her now-grown five children. The walkers followed the same three-mile route that Helen — an avid walker who participated in many benefit walks — used to take. The proceeds established the Helen G. Romaine Clinical Cancer Research Fund under the direction of her physician Thomas Lynch, MD, of MGH Hematology/Oncology.

For information about the walk to be scheduled this spring, call Kim Romaine at (781) 821-5648.

MGHers get inspiration from a champion

Olympic gold medalist and world-famous runner Joan Benoit Samuelson paid a visit to the MGH March 8 to help encourage members of the MGH Marathon Team preparing to run in the Boston Marathon next month.

Samuelson was invited to speak at a running clinic to give motivating words and running tips to the group of 45 runners — physicians, nurses, relatives of patients and others — who will be raising money for the MGH Pediatric Cancer Program. The runners are paired with pediatric patients, who will cheer on team members and provide them with inspiration.

"If you think you're having a tougher time than the patient that you are running for, you are probably wrong," said Samuelson. "Run for them. They are your inspiration. They want you to succeed, and they will be waiting for you at the finish line."

This is the second year that a team of runners have participated in the marathon to benefit research in children's cancer at the MGH. In 1998, 10 runners raised nearly $50,000 for the program. ●

Joan Benoit Samuelson and Howard Weinstein, MD, unit chief of Pediatric Hematology/Oncology, at the running clinic.

A week about and for kids

Children will flock to the MGH HealthCare Everywhere Fair March 18 to have fun as they learn about health and safety. Featuring subjects from nutrition to bike helmets, the more than 30 interactive booths will be staffed by MGHers and students from the Timilty Middle School.

Highlights will include such guests as Smoke-Free Ted — a Panda bear with a race car — and Sesame Street's Elmo. Children will have the opportunity to investigate the Boston Fire Department's mobile "Fire Safety House," care for "patients" at a teddy bear clinic and explore their own emotions on the imaginary "Feelings Train."

The event will take place from 9 am to 1 pm and 3 to 6 pm, in the MGH Bulfinch Tent. (In the case of bad weather, the fair will move to the Wellman Conference Room.) Singer Livingston Taylor will star in a sold-out concert at 6:30 pm in the O'Keeffe Auditorium.

The health fair is just one of the many activities and programs focusing on child and adolescent health that will take place during MGH's Children and HealthCare Week March 15 to 19.

The following activities and events are scheduled for the week:

The "MGH Pediatric Art Fair," featuring artwork by children of MGH employees, children from the community and pediatric patients, will be on display in the Main Corridor. MGHers are encouraged to stop by and vote for their favorite drawing. Submissions will be accepted through March 15. For information, call Kara Levoshko at 4-5810.

"Parents and Professionals: A Natural Partnership in Pediatrics" will be held March 15, 8 am to 4:30 pm, in the O'Keeffe Auditorium. Admission is free for MGH employees, $25 for Partners employees, parents and students and $60 for all others. To register, call 6-3111.

A Grand Rounds entitled "Ethical Dilemmas in Pediatrics" will take place March 17, at noon, in the O'Keeffe Auditorium.

The MGH will be on "Hurt Alert" March 17. Throughout the day, pediatric specialists will give 10-minute presentations in the hospital's pediatric areas about controlling pain. In addition, "Graffiti Walls" on which children and adults may draw or write about their coping strategies for managing pain, will be placed throughout inpatient and outpatient areas of the hospital. For more information, call 4-5720.

Recipients of The Family-Centered Care Awards will be recognized at the "Celebrate Us" reception March 19, 2 to 4 pm, in the Ellison 17 Conference Room.

For general questions about Children and HealthCare Week, call 4-KIDS (4-5437).

At last year's HealthCare Everywhere Fair, Eileen Kelleher, left, and Catherine Converse touch a Jello brain as they learn how the real organ works.

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WHAT'S HAPPENING

MGH in the news

The March 14 issue of *The Boston Globe Magazine* is expected to feature an article focusing on end-of-life issues. Reporter Charlie Stein worked closely with the MGH Optimum Care Committee on this article.

St. Patrick's Day celebration

The Patient Care Services Diversity Committee invites the MGH community to celebrate St. Patrick's Day March 17, 10 am to 4 pm, in the (recently changed location) Main Corridor. The event will include live traditional Irish music and step dancing as well as videos and informational materials about Irish history. A Mass featuring guest musicians will be held from 11 am to noon in the MGH Chapel. In addition, information will be available on such health topics as skin and lung cancer, osteoporosis, colitis and asthma. For more information, call Deborah Washington, RN, at 4-7469.

Cancer support

The MGH Cancer Center Patient and Family Support Program offers ongoing programs for cancer patients, families, friends and staff in the Cancer Resource Room on Cox 1. The next seminar, "Bone Marrow/Stem Cell Transplantation: A Discussion," will take place March 19, noon to 1 pm. In addition, drop-in yoga classes meet every Thursday. The next class will be held March 18, noon to 1 pm. For more information, call 4-1822.

Domestic Violence Working Group meeting

Employees can help the MGH effort to end domestic violence by joining the Domestic Violence Working Group, an interdisciplinary group that meets monthly to discuss and implement strategies to increase awareness and understanding of domestic violence throughout the hospital. New members are welcome to the next meeting March 17, 9 to 10 am, in Burr Conference Room 3, third floor, Bartlett Hall Extension. For more information, call 4-0054.

PeopleSoft training

PeopleSoft online requisition classes are being offered through March 30, Tuesdays, 8:30 am to noon, in Founders, room 643. All participants should have a working knowledge of Windows software. To sign up for training, call 4-1388.

Therapy for head and neck carcinoma

James Rocco, MD, PhD, Department of Otolaryngology, Johns Hopkins Hospital, will present a lecture entitled "Tumor Suppressive Gene Therapy for Head and Neck Squamous Cell Carcinoma" March 19, 8 am, MEEI, fourth floor conference room. All are welcome to attend. For more information, call 573-3654.

Clinical research seminar

The Clinical Research Program will host the next of its Clinical Research Coordinator Luncheon Seminar Series for clinical research coordinators and research nurses. The panel discussion entitled "Professional Societies and Professional Certification" will take place March 25, noon to 1 pm, in the Wellman Conference Room. To register, call 6-1669 by March 19.

Endocrine Grand Rounds

The next Endocrine Grand Rounds topic, "Coactivators and Thyroid Hormone Action," will be presented March 16, at noon, in the Ether Dome. To receive weekly e-mail notices and periodic schedules for upcoming Endocrine Grand Rounds, send name, department and e-mail address to *kminyard@partners.org.* Paper copies will continue to be sent to departments for posting.

Seminar on thoracic malignancies

Dana-Farber/Partners CancerCare will host a course for physicians and oncology professionals who treat patients with cancers of the lung and esophagus entitled "Innovative Approaches and Therapies for the Treatment of Thoracic Malignancies" March 31, 9:30 am to 2:30 pm, at the Fairmont Copley Plaza Hotel, Boston. The free seminar will feature faculty speakers from the MGH and other Harvard-affiliated institutions. Registration is required by March 24. To attend or for more information, call (800) 553-3787.

Harvard seeks nominations for two women's awards

Harvard Medical School and the School of Dental Medicine currently are accepting nominations for two awards: the Dean's Award for the Support and Advancement of Women Faculty — due March 16, and the Dean's Award for the Support and Advancement of Women Staff — due March 29. For more information about eligibility and the nomination process, call the MGH Office for Women's Careers at 4-4300.

Aerobics program

The MGH/MEEI Aerobics Program offers employees a variety of daily exercise classes, which take place from 12:05 to 12:50 pm, and from 5:15 to 6:30 pm. Classes include hi/lo and step aerobics and muscle conditioning. Sessions cost $4 each and do not require registration. Schedules are available in the aerobics room, located in the basement of Ruth Sleeper Hall, or by calling 4-7912 or 6-6990.

MASSACHUSETTS
GENERAL HOSPITAL

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by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
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Boston, MA 02114.

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(MGH News and Publications)

March 19, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Hospital announces budget management plan

> "I KNOW THAT EMPLOYEES AND STAFF ARE WORKING INCREDIBLY HARD TO ENSURE THAT WE OFFER THE VERY BEST CARE TO PATIENTS, DESPITE THE INCREASED DEMANDS AND PRESSURES OF THIS HIGH LEVEL OF ACTIVITY. I AM ENORMOUSLY PROUD OF AND THANK THE MGH COMMUNITY FOR ITS DEDICATION TO PROVIDING EXTRAORDINARY CARE AND SERVICE."
>
> — JAMES J. MONGAN, MD, MGH PRESIDENT

Financial performance at the MGH from October through December 1998 was approximately $15 million behind budget. As a result, the hospital is taking steps to bring expenses and revenues back into line. A budget management plan announced this week involves both cost reduction and revenue enhancement efforts that will enable the hospital to correct this unfavorable first-quarter FY 1999 performance and move forward toward FY 2000 in a better financial position.

The cost reduction part of the plan, which is expected to result in $7.5 million in savings, includes paring down certain programs, particularly those that have been established during the past five years. Efforts to improve drug, blood and medical/surgical supply utilization, which have been significantly over budget, also are under way. To achieve additional savings, departments throughout the institution have been realigning work, redesigning activities and finding a variety of program-specific ways to reduce expenses.

Because approximately 50 percent of the hospital's costs stem from salaries and benefits, the budget management plan involves eliminating approximately 130 positions. While most of these positions are either vacant or are expected to be vacated through attrition, 17 of the positions are filled, and some of these employees will be laid off. Employees affected directly by the position cutbacks were notified earlier this week. Where possible, they have been offered other positions within the organization. For those who will be leaving the hospital, the MGH is providing severance pay and outplacement services.

(Continued on Page 2)

The MGH heads ventilator study

A large clinical trial of mechanical ventilator use for intensive care patients with acute respiratory distress syndrome (ARDS) has been stopped early so that critical care specialists around the country can be alerted to the study's successful results. As the study's coordinating center, the MGH supervised the conduct of the study, collecting and analyzing data from the 24 hospitals around the country that participated.

According to David Schoenfeld, PhD, of the MGH Biostatistics Center and principal investigator for the coordinating center, the decision to end the study was based on data gathered from the first 800 patients, which showed approximately 25 percent fewer deaths among patients receiving small, rather than large, breaths of air from a mechanical ventilator. A mechanical ventilator delivers breaths of oxygen-enriched air to a

(Continued on Page 3)

Stepping to an Irish tune

Irish step dancers Jessie Merlino, 7, (daughter of Margaret Merlino, MGH Neurology), Julie McLaughlin, 9, and Kristine Myles, 6, from the Cunniffe Irish Academy of Dance, perform a jig in the Main Corridor at the MGH's St. Patrick's Day celebration March 17. Hosted by the Patient Care Services Diversity Committee, the event featured such festivities as live traditional Irish music and educational materials about Irish history.

— Budget management plan

(Continued from Page 1)

"The changes that are upon us in health care mean that we must look constantly at the way we work and then make decisions — some of them painful — about how we best manage day-to-day operations to preserve the core missions of the institution," says James J. Mongan, MD, MGH president. "The changes we are making now will help us make up the ground we've lost so far in FY '99. Then, we have to prepare for the times ahead, which are expected to see flat or declining revenues, decreased funds for medical education and other challenges related to cutbacks in Medicare funding. We therefore must continue our efforts to hold down our expenses and identify creative ways to deal with the fiscal situation."

In the first quarter of FY '99, MGH net patient revenue was below budget by $1.2 million, while expenses during that period were $8.4 million over budget. Average length of stay (LOS) was significantly over budget, which was the major factor in the disappointing first-quarter results. LOS, which had been budgeted at 6.23 days, averaged 6.77 days in the first three months of FY '99.

This high LOS contributed to the hospital being quite full throughout the first quarter. Patient days totaled 61,584 compared with a budgeted level of 59,097, and occupancy for the first quarter was slightly above 79 percent compared with budgeted occupancy of nearly 76 percent. Yet, the 9,090 admissions recorded in the first quarter were 391 below budgeted admissions of 9,481.

Because two-thirds of the hospital's admissions are reimbursed on a fixed rate per case, the MGH does not get paid for "extra" time a patient is hospitalized, even though the hos continues to incur staffing, supply and other costs. Also, a bed occupied for longer than an ipated may prevent another admission to the hospital, with its associated revenue. In addition, observation cases were over budget by 525 cases, putting further pressure on the hospital's bottom line because observation stays consume the same resources as a full admission but generate significantly less reimbursement.

Mongan has been meeting with MGPO leadership, chiefs of service and medical staff to review specific budgetary issues for each service and implement plans for addressing and monitoring these issues. The meetings are important, Mongan says, because the long-term success of the hospital's budget management efforts hinge on getting LOS and drug, blood and medical/surgical supply usage down to budgeted levels.

"I know that employees and staff are working incredibly hard to ensure that we offer the very best care to patients, despite the increased demands and pressures of this high level of activity," Mongan says. "I am enormously proud of and thank the MGH community for its dedication to providing extraordinary care and service."

The hospital's budget management plan also includes a series of revenue enhancement initiatives that are expected to generate approximately $7.5 million. These initiatives include a 10 percent across-the-board increase in charges; selected increases for specific medications to help bring MGH charges more in line with market rates; and a more vigilant approach to obtaining appropriate approvals and documentation before patients are treated. Too often, the hospital forfeits payment because of the lack of authorization.

"Change of any kind is difficult at an institution like the MGH," Mongan says. "It is vital, however, that we address our unfavorable financial situation now to prevent, or at least lessen, the more significant problems that we could encounter in the future. Academic medical centers clearly face some major threats in the coming years, and we must be prepared. We must m sure that the MGH remains a resource to patients who need us now as well as those who w look to us in the future." ●

Thomas S. Durant, MD

A leader of the community and beyond

Thomas S. Durant, MD, assistant director of the MGH, recently received the Humanitarian Award from the National Conference for Community and Justice (NCCJ) at the organization's 71st annual dinner March 10 in Boston.

The NCCJ (formerly named the National Conference for Christians and Jews) honored Durant for his commitment to caring for others in the community, bridging differences between cultures and promoting the causes of social justice and peace.

Durant has worked at the MGH for more than 30 years, and his commitment to helping others extends across the globe. He served as chief public health adviser in Saigon, Vietnam from 1966 to 1968 and has helped refugees by volunteering in such regions as Bosnia, Rwanda, Somalia, Ethiopia, Thailand, Cambodia, Vietnam, Iraq and Afghanistan. Recently, he went to Honduras with other clinicians in the Boston area to help victims of Hurricane Mitch.

— Ventilator study

(Continued from Page 1)

patient's body and removes breaths of carbon dioxide.

ARDS is an often fatal, inflammatory lung condition that usually occurs in conjunction with medical conditions, such as pneumonia, shock and trauma. Approximately 150,000 Americans are affected each year, and more than 40 percent die.

No specific therapies currently exist for these patients. Treatment involves supportive care in an intensive care unit, including use of a mechanical ventilator and supplemental oxygen to help patients breathe.

"This is a breakthrough study," says B. Taylor Thompson, MD, a co-investigator for the coordinating center. "Clinicians around the world will change current practices significantly in response to these findings."

The ARDS study was designed to compare the safety and efficacy of two different methods of setting a mechanical ventilator. Patients were randomly assigned to receive either relatively large (12 ml/kg) or small (6 ml/kg) breaths of air from the ventilator. Earlier laboratory studies had suggested that small breaths from the ventilator might not remove sufficient carbon dioxide and large breaths might damage lung tissue. Several small clinical trials had failed to show clearly which approach was better.

"We are very pleased with the results of this study," says Schoenfeld. "It is always gratifying to make an advance like this that can save so many lives."

The MGH biostatistical staff in charge of coordinating the study are, seated from left, Gail Wenzlow, MSW, MPH; Francine Molay, MSW; and Ann Born. Standing from left, Douglas Hayden, MA; Marek Ancukiewicz, PhD; David Schoenfeld, PhD; B. Taylor Thompson, MD; and Ali Kazeroonian. Not shown are Nancy Ringwood, RN, BSN, and Carolyn Hintlian, MPH, MBA.

The National Heart, Lung and Blood Institute ARDS Clinical Network, a consortium that includes 24 hospitals, developed the study. Schoenfeld says that the MGH was chosen as a coordinator of the study in 1994 after a competitive national search. Additional information on the ARDS Network and the ventilator management study can be found at *www.hedwig.mgh.harvard.edu/ardsnet.* ●

AIDS researchers receive Glaser Awards

Two members of the Partners AIDS Research Center, based at the MGH, were honored last month by the Elizabeth Glaser Pediatric AIDS Foundation. Paul Johnson, MD, and Philip Goulder, MRCP, DPhil, were among four recipients of the 1999 Elizabeth Glaser Scientist Awards, the only named research awards specifically for work in pediatric HIV/AIDS. The awards, which were presented by First Lady Hillary Rodham Clinton, include $650,000 in research support for each scientist over five years.

Johnson, who is based at the New England Regional Primate Center, will be investigating the ability of helper T cells to combat pediatric HIV infection using an animal model. Goulder, who works in the CNY labs of the AIDS Research Center, will be studying the immune responses of HIV-infected children in the United States and Africa to identify features that may be important to vaccine development.

Receiving the 1999 Elizabeth Glaser Scientist Awards from Paul Glaser, left, and First Lady Hillary Rodham Clinton are Paul Johnson, MD, second from left, and Philip Goulder, MRCP, DPhil.

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WHAT'S HAPPENING

Take a child to work

Save the date for "Take Our Children to Work Day" April 22. Adopted from "National Take Our Daughters to Work Day," the MGH event is an opportunity for children ages 9 to 14 to spend a day in the workplace and see women in nontraditional roles. Employees who would like to bring a child should contact their supervisors as well as consider the safety, access and appropriateness of having a child in the work area.

Registration information and an agenda soon will be available. For more information, call Amy Vacchina at 4-7835.

Schwartz Center Rounds

All MGH caregivers are invited to the Kenneth B. Schwartz Center Rounds March 26, noon to 1 pm, in the Walcott Conference Room. The topic of this month's rounds is "Race and the Patient-Caregiver Relationship." Lunch will be served starting at 11:45 am. To register, call 4-6862.

Demystifying Cancer

"Demystifying Cancer," a program featuring a symposium, lecture and informational displays about cancer will take place April 9 and 10 at the Museum of Science, which is offering the event in collaboration with the MGH. The free public lecture, which takes place April 9, 7 to 8:30 pm, will feature Bruce Chabner, MD, clinical director of the MGH Cancer Center, and division chief of Hematology/Oncology. His topic is "Understanding Cancer Research." The symposium entitled "Cancer Research and Treatment" will be held April 10, 9:30 am to 3 pm. Several experts from the MGH Cancer Center will give presentations. From 1 to 5 pm, exhibits highlighting some of the area's cancer resource and education centers — including the MGH's Cancer Resource Room and Blum Patient and Family Learning Center — will provide information materials for the public. To register for the symposium, contact Lisa Bears at 262-4990 ext. 12 or send e-mail to *lbears@aslme.org*.

MGH IHP presentation

The MGH Institute of Health Professions (IHP) invites the MGH community to attend a presentation entitled "Serving the Underserved," March 24, 5 pm, in the ballroom of the Government Center Holiday Inn, 5 Blossom St. James J. Mongan, MD, president of the MGH, will deliver the keynote address, followed by a panel discussion among MGH IHP alumni whose careers are devoted to caring for underserved populations. The registration fee is $25 and includes the cost of dinner. Advanced registration is recommended. To attend or for more information, call Mona Brewster at 6-4276.

1998 reimbursement accounts

Employees who contributed to a health care or dependent care account in 1998 must submit their claims for reimbursement by March 31. Request for reimbursement forms and proof of expenses should be sent to the Benefits Office, 101 Merrimac St., fifth floor. For more information, call 6-8113.

Cancer support

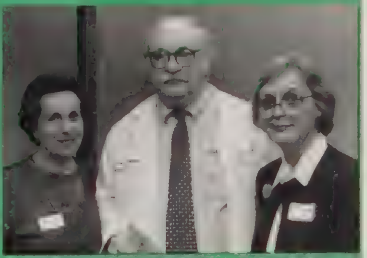
The MGH Cancer Center Patient and Family Support Program will host the following programs for cancer patients, families, friends and staff noon to 1 pm, in the Cancer Resource Room on Cox 1: "Spirituality, Faith, Why Me? Reasons to Hope" March 22, and "Cancer and Fatigue: Discussion and Support" March 23. For more information, call 4-1822.

Photo contest featuring nurses

To celebrate Nurse Recognition Week in May, the MGH Nursing Department will sponsor a photo contest for pictures capturing nurses in practice. Prizes include $500 for first place and $250 for second place. Photos must be black and white, and should be submitted along with the photographer's name, unit number and telephone, subject's name and a signed release form (available in Founders 125). For more information, call 4-1746.

A DIALOGUE about complementary medicine

Henry Mankin, MD, former chief of Orthopædic Surgery, James McIntyre, MD, MGH Radiation Oncology, Donna Greenberg, MD, MGH Psychiatry, and Paul Richardson, MD, from the Dana-Farber Cancer Institute, discussed the pros and cons of complementary medicine with patients, family and others from the MGH community March 16 in the Walcott Conference Room. The presentation "Complementary Medicine for Cancer: Panacea or Problem?" was the most recent of the DIALOGUES series, sponsored by the Friends of the MGH Cancer Center. Spearheaded by Mankin nearly 15 years ago, the series explores a variety of issues surrounding cancer and encourages discussion to help patients better cope with their illness. For more information about upcoming DIALOGUES, call 6-1063.



Board members of the Friends of the MGH Cancer Center and co-coordinators of the DIALOGUES series, Carole Mankin, left, and Trudi Fondren, with Henry Mankin, MD.

MASSACHUSETTS
GENERAL HOSPITAL

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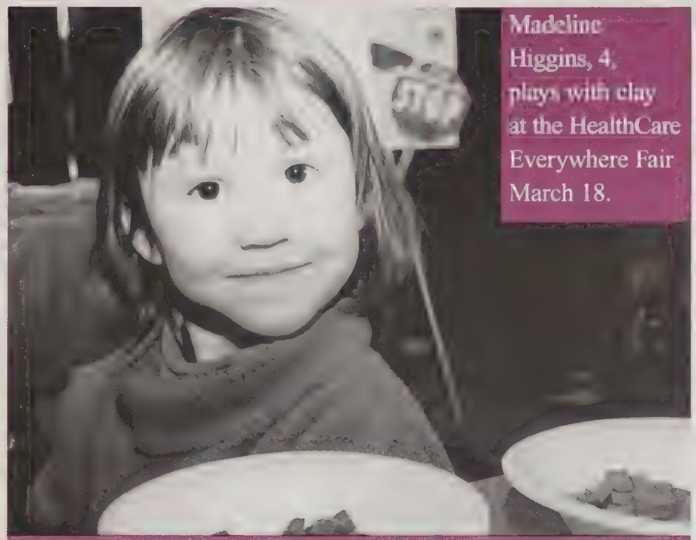
March 26, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL



Madeline Higgins, 4, plays with clay at the HealthCare Everywhere Fair March 18.

HealthCare Everywhere Fair draws a crowd

From skeletal systems to fire safety to nutritious foods, there was information for all of the visitors — including nearly 800 children and 600 adults — who came to the MGH HealthCare Everywhere Fair March 18, sponsored by the MGH Pediatric Service.

Featuring approximately 30 interactive booths about various health and safety topics, the fair brought together schoolchildren from the community, students from the Timilty Middle School, young patients, and MGH staff and their children, for a day of

(Continued on Page 2)

MGH participates in citywide disaster planning

Consider this scenario: A great number of previously healthy adults are coming to the MGH Emergency Department with flu symptoms — headache, muscle pains, shaking, chills and gastrointestinal problems. Patients are getting worse quickly, requiring intensive care. Some are dying. The Boston Emergency Medical Services (EMS) is overloaded with calls for help, and other hospitals in the city are reporting a similar epidemic.

Within two days, nearly 360 people have been transported to area hospitals, with at least 70 patients in intensive care suffering from symptoms of flu and pneumonia. Nearly 60 people have died. A triage nurse notes that some of the patients attended a hockey game earlier in the week. Lab tests soon confirm pneumonic plague, apparently caused by biological terrorism. A militia group claims to have released the agent at the hockey game.

This was the scenario presented at a tabletop disaster drill two weeks ago, sponsored by the City of Boston and the Conference of Boston Teaching Hospitals (COBTH). Representatives from the MGH joined those from other Boston hospitals, the Boston Public Health Commission, police and firefighters, EMS staff, the FBI and other government officials to discuss how to respond to such a disaster.

"We all learn from each other," says Maryfran Hughes, RN, nurse manager of MGH Emergency Services and chairperson of the COBTH Disaster Subcommittee. "As a group, we test our hospital disaster plans with public agencies and other emergency

(Continued on Page 2)

Going back to school has been a long-time dream for Luis Martinez and Juan Badillo. Now their dream is becoming a reality thanks to the MGH Support Service Employee Grant Program, sponsored by the MGH Diversity Committee.

Martinez and Badillo are two of 18 beneficiaries of this new program designed to help MGHers working in support services to fulfill career goals while improving current job performance or advancing into other positions.

Employees can use the grants, up to $2,500 each, to participate in education or training programs of

(Continued on Page 3)

MGHers receive support service grants

James J. Mongan, MD, MGH president, far left, congratulates grant recipients, from left, Kearin Dunbar of Dietetics, Karen Martin of Occupational Therapy, Christine Williams of Nursing, Caroline Lewis of Nursing, William Burton of Buildings and Grounds, Raymonde LaGarme of the Pharmacy Department, Juan Badillo of Nursing, Luis Martinez of Research Affairs, Carson Gordon of Police, Security and Parking, and Jamald Wright of Environmental Services. Not shown are Kathy Adams, Rosette Charles, Buffy Cope, Ben Baron, Maureen Carrigan, Marie Dawe, Said Fares and Evans Gray.

A little night music

Singing a little folk, strumming the guitar and plucking the banjo, musician Livingston Taylor spent an evening at the MGH performing for a full house of parents, children and patients in the O'Keeffe Auditorium March 18. The family concert was one of the many events that took place last week as part of the Children and HealthCare Week celebration, sponsored by MGH Pediatrics.

— HealthCare week

(Continued from Page 1)

learning, sharing and fun underneath the Bulfinch Tent.

"We were awestruck by the attendance and the entire spirit at the fair," said Mary Lou Kelleher, RN, MSN, pediatric clinical nurse specialist and chair of the Children and HealthCare Week Committee. "The success of the event was due to a huge team effort from a multidisciplinary group of staff who showed their outstanding commitment to children and families."

The fair was one of several highlights of last week's Children and HealthCare Week. Other events included a family concert starring Livingston Taylor (see above), a children's art fair, a conference about the parent-professional partnership and an award ceremony for pediatric staff who have shown exceptional commitment to family-centered care in their day-to-day work. ●

— Disaster planning

(Continued from Page 1)

systems to assure a coordinated approach to patients if real events occur."

If such an incident actually occurred, the MGH would face some complex issues. How can the hospital rapidly protect patients and staff from infection? Should sick patients be quarantined? Are antibiotics available on such a large scale? How should patients and staff be supported psychologically?

The daylong drill, held in Dorchester, was one of several designed to help the City of Boston and COBTH prepare for a possible terrorist attack. In October, the city held a full-scale exercise with mock patients taken to hospitals in a scenario involving the release of a poisonous gas during a public gathering. ●

PARTNERS PROGRESS

Partners establishes research partnership with biotech company

Partners HealthCare announced March 23 the establishment of a five-year research partnership with Cambridge-based Millennium Pharmaceuticals, Inc. The alliance combines Partners' medical and research expertise with Millennium's genomics-based drug discovery and development expertise and its integrated science and technology platform.

The goal of the alliance is to improve patient care through the development of new products and techniques for earlier diagnosis and better treatment of major diseases. The two organizations will work together to create a series of long-term, collaborative research programs targeted to disease areas in which combined interest and resources could lead to rapid scientific advancement. In addition, the collaboration will provide Millennium with the ability to test drug candidates and new diagnostic procedures clinically.

"Improving the fundamental understanding of disease and using that knowledge to improve patient care is at the core of Partners' research mission," said Samuel O. Thier, MD, president and chief executive officer of Partners. "This partnership with Millennium should enable us to build on our strong record of research that translates into new diagnoses and treatments."

Under the terms of the agreement, a comprehensive research plan will be established annually by a joint steering committee, comprised of leading researchers throughout Partners and members of Millennium's scientific management team.

"The combination of the clinical investigators at the MGH and BWH al with the technologies of Millennium should provide several exceptional opportunities for research and development of new treatments as well as enabling our researchers to receive additional support from new NIH grants," said William Crowley, MD, director of Clinical Research at the MGH. ●

— Support service grants

(Continued from Page 1)

their choice, using the funds to offset tuition, books, supplies, transportation or family/child care expenses. In addition to financial assistance, employees receive individualized support from a designated mentor.

Martinez, who works in the MGH Office of Laboratory Animal Resources, is attending Bunker Hill Community College. A native of El Salvador, Martinez came to the United States seven years ago, knowing very little English and even less about American culture. "My dream was to go to school in America, but I didn't think it was possible," said Martinez at a recent Diversity Committee meeting. "When I heard about this grant program, I thought that it would be a good opportunity for me — not just to help with resources for my education, but also to help me to become a better employee and a better person."

Badillo has a similar story. A native of Puerto Rico, Badillo has worked nights on Ellison 10 as a patient care associate since 1995. He always wanted to become a nurse but postponed his education to take care of his family, including his three children. "I've been looking at different nursing programs over the years, and they are very expensive," said Badillo. "I've been waiting for an opportunity like this grant program for a very long time." Badillo is in his first semester at Roxbury Community College.

"All of the grant recipients are extraordinary employees who are committed to their education," says Nancy Marttila, member of the Support Service Employee Grant Selection Committee. "The hospital is pleased and proud to support each of these individuals as they develop and ultimately reach their goals."

For more information about the grant program, call Nancy Marttila at 4-3055. ●

Four health centers affiliate with Partners

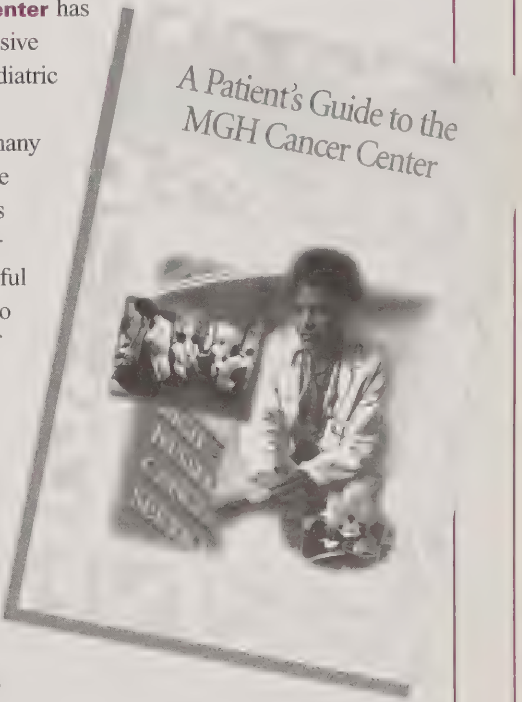
Four health centers — Codman Square Health Center, Dorchester House Multi-Service Center, Upham's Corner Health Center and South Boston Community Health Center — recently have signed affiliation agreements with Partners HealthCare. The affiliation agreements were made in an effort to enhance patient services, expand hospital choices to people in the health centers' communities and to build on the health centers' primary relationship with Boston Medical Center (BMC).

The Partners affiliation will allow the health centers to access patient services at the MGH, BWH and other Partners-affiliated institutions. Partners will work with the health centers to expand clinical support services and improve information management systems.

In addition, the four health centers will collaborate with Partners, BMC and city and state agencies on several public health initiatives, such as reducing breast cancer deaths among uninsured women; substance abuse prevention; support for victims of domestic violence; improving care for patients with heart disease, asthma and diabetes; and enrolling uninsured patients in publicly funded insurance programs.

"Partners is committed to improving the health of people in Boston's communities and keeping primary care in our neighborhoods," says Samuel O. Thier, MD, president and chief executive officer of Partners. "One way to do that is to strengthen community health centers and support their tradition of providing quality health care."

New guide helps patients navigate through the MGH Cancer Center



The MGH Cancer Center has created a comprehensive guide to help adult and pediatric patients and their families become familiar with its many services and programs. The booklet, called "A Patient's Guide to the MGH Cancer Center," provides such useful information as directions to the hospital, summaries of what patients can expect from their visit, lists of support networks and programs, and descriptions of the various members of the treatment teams. Maps, important telephone numbers and areas for writing in personal notes and contacts also are included.

Prepared by the Cancer Center's Patient and Family Support Program with input from staff, patients and family members, the guides will be available April 1 in areas throughout the center including the Cancer Resource Room on Cox 1. For more information, call Christine Foster at 6-7423.

WHAT'S HAPPENING

Pediatric Service Grand Rounds

A faculty meeting will take place at this week's Pediatric Service Grand Rounds, noon to 1 pm, in the O'Keeffe Auditorium. The speakers include James J. Mongan, MD, president of the MGH, R. Alan Ezekowitz, MBChB, DPhil, chief of Pediatrics, and Ronald Kleinman, MD, chief of Pediatric Gastroenterology. For more information, call 6-3480.

Ethics forum

As part of the Ethics Forum Series, the MGH Ethics Task Force will sponsor "Ask the Ethicist," April 7, 5 to 6 pm, in the Ether Dome. Refreshments will be served from 4:30 to 5 pm. A multidisciplinary panel will field questions from the audience. To submit questions in advance, send them to Alex Flather-Morgan, MD, by interoffice mail to Bulfinch 148, by fax to 6-6878 or by e-mail to *flathermo@helix.mgh.harvard.edu.* For information, call (781) 433-3024.

Time management

The Clinical Research Program (CRP) will sponsor a workshop for clinical research coordinators entitled "Time Management for Entry Level Coordinators in Clinical Trials, Phase II/III" April 7, 8 am to 12:30 pm, Charles River Plaza, 185 Cambridge St. To register, visit the CRP website at *www.crnet.harvard.edu* or call 4-2900.

Holy Week services

The MGH Chaplaincy will sponsor the following Holy Week services in the MGH Chapel: March 27, Roman Catholic Mass for Palm Sunday, 4 pm; March 28, Palm Sunday (palms will be distributed throughout the hospital) — Episcopal Mass, 1:30 pm, and Roman Catholic Mass, 4 pm; March 29, 30 and 31 — interfaith prayer service, 12:15 pm, and Roman Catholic Mass, 4 pm; April 1, Holy Thursday — Roman Catholic Mass, 4 pm; April 2, Good Friday — music and meditations on the cross (ecumenical), 12:15 pm, and Roman Catholic celebration of the Lord's Passion and Communion, 4 pm; April 3, Holy Saturday — Roman Catholic Celebration of Easter vigil, 7 pm; April 4, Easter — Episcopal Holy Communion for the Feast of the Resurrection, 1:30 pm, and Roman Catholic Easter Mass, 4 pm. For more information, call 6-2220.

Manager/Supervisor Series

Sponsored by Partners Corporate Training and Human Resources, the Manager/Supervisor Series class schedule begins April 6 at the MGH. Classes include such subjects as Employment/Labor Laws and the Discipline Process and Performance Management I and II. Classes meet at various times throughout the day at Charles River Plaza, 185 Cambridge St. Course brochures will be distributed to supervisors and managers through interoffice mail. Copies also may be obtained by calling 6-2230.

Durante Award ceremony

The MGH Cancer Center will recognize the first recipients of the Susan and Arthur Durante Award for Exemplary Care and Service with Cancer Patients at a reception March 31, 3 pm, in the Wellman Conference Room. Established this year, the award honors staff who exhibit compassion, caring, exemplary performance and outstanding work habits in their dealings with cancer patients. All are welcome to attend the reception.

MGH Angel Fund reception

Sculler's jazz club, located at the Doubletree Suites Hotel in Boston, is hosting a reception to benefit the MGH Angel Fund supporting Lou Gehrig's disease research, April 15, 8 pm. Famous jazz pianist George Shearing will perform with the George Shearing Quintet. For tickets, call (800) 729-3987.

Searching for balance

The Employee Assistance Program (EAP) invites all employees to visit its annual Expo: "Living in Balance," April 1, 11:30 am to 1:30 pm, in the Wellman Conference Room. The event will feature displays and presentations focusing on strategies that create balance in one's lifestyle and reduce stress. Learn about resources that can help and receive a free head and neck massage. For more information, call the EAP at 4-6976.

Jackie Bastille

Treadwell librarian receives award

Jackie Bastille, director of the MGH Treadwell Library recently was selected to receive The Award for Excellence and Achievement in Hospital Librarianship from the Medical Library Association. The award recognizes one individual each year for his or her significant accomplishments, continuing excellence and leadership of hospital libraries. Bastille will be presented with a $500 cash prize and certificate at the organization's annual meeting in Chicago this May.

After 25 years of leadership at the Treadwell, Bastille will retire from the MGH March 31. Colleagues, friends and family gathered to recognize her for her many contributions to the MGH and to say goodbye at a special open house event March 19 in the Walcott Conference Rooms.

MASSACHUSETTS
GENERAL HOSPITAL

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Emily Carr, associate editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

website: *www.mgh.harvard.edu*
(MGH News and Publications)

April 2, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH nurse inspired for the run of her life

Lisa Sohl, RN, says she's not a runner. In fact, she hates running. So it's hard to believe that Sohl, a clinical nurse specialist on Ellison 14, is preparing to run all 26.2 miles of the Boston Marathon this month.

But Sohl isn't entering the marathon to break any records. She's running for one of her patients, 7-year-old Katy Mahoney, who was treated at the MGH for a tumor in her right arm.

Katy came to the Ellison 14 Hematology/Oncology Unit in the fall of 1996 for a peripheral stem cell transplant and was one of the first pediatric patients on the floor. She had been through a difficult treatment course that included chemotherapy, surgery and radiation. Sohl, one of Katy's nurses, became close to the little girl and her parents.

Earlier this year Sohl heard about the MGH Marathon Team, which raises money for pediatric cancer research at the hospital. She immediately signed up to run in honor of Katy, even though she had never run a marathon before. She is now running 35 to 40 miles a week in preparation.

Sohl's determination became even stronger

(Continued on Page 2)

Lisa Sohl gives her inspiration, Katy, a hug.

ADVANCES

Health care competition may limit research support

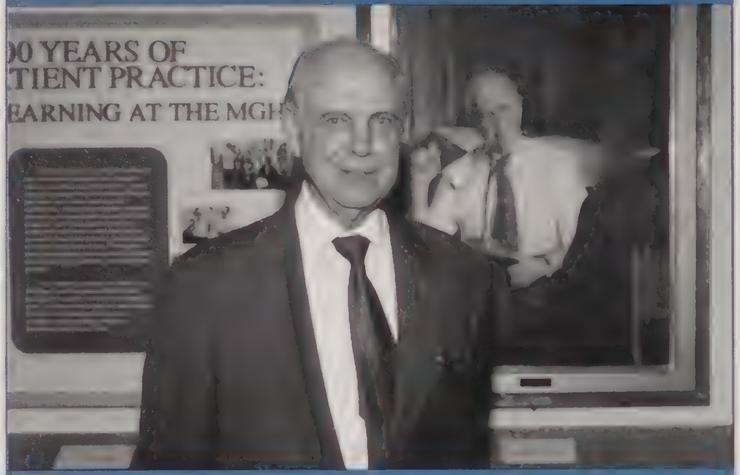
Research from the MGH/Partners Institute for Health Policy suggests that academic health centers (AHCs) in highly competitive markets may have less internal funding available to support scientific research than do centers in less competitive markets.

The study, which appeared in the March 24 *Journal of the American Medical Association,* found that, although 6.1 percent of research support in less competitive markets was provided by the AHCs themselves rather than from external sources such as the National Institutes of Health (NIH), only 2.5 percent of research funding in highly competitive markets was provided by the institutions.

Joel Weissman, PhD, of the Institute for Health Policy, the study's lead author says: "As competition in health care markets continues to grow, more medical schools and teaching hospitals are going to find it harder to compete, and that means they are going to have less money to fund research on their own." Internal funding, the authors note, is especially important for new lines of research that may not be eligible for NIH or other external support. David Blumenthal, MD, director of the Institute for Health Policy, was a co-author of the study, as were Demet Saglam, Eric Campbell, PhD, and Nancyanne Causino, EdD, all of the institute.

Blumenthal also directs the Commonwealth Fund Task Force on Academic Health Centers, which recently released a report stating that grants from the NIH do not fully cover the costs of supported research and that projected increases in the NIH budget will not be sufficient to help AHCs meet the challenges of today's competitive environment. Although AHCs traditionally have used surplus funds from patient care and other sources to subsidize research, competition is squeezing out those sources and may jeopardize the ability of AHCs to take advantage of increased NIH funding, the report said. Samuel O. Thier, MD, president and CEO of Partners HealthCare System, chairs the Commonwealth Fund Task Force. ●

Dedicated to patient care



A portrait of John Stoeckle, MD, MGH Internal Medicine Associates, was recently unveiled. The only painting in the hospital depicted from a patient's viewpoint, the artwork was paid for by a patient's donation. The portrait can be seen in the hallway on the sixth floor of the WACC building.

— Nurse inspired to run

(Continued from Page 1)

two weeks ago: Katy, who had been well for two years, was readmitted to the hospital after doctors found a large tumor in her chest during a routine checkup. She now faces another two years of chemotherapy.

"This is my motivation," says Sohl, 38, hugging Katy. "She is with me in spirit all the time when I'm training. It is unbelievable."

Sohl is one of 45 runners on the 1999 MGH Marathon Team, which includes MGH physicians, nurses, social workers, physical therapists, lab technicians and others. Like Sohl, each runner can be paired with a pediatric patient, ranging in age from 2 to 17, to motivate them to reach the finish line.

Recently when Sohl was running a half marathon and began to run out of steam in the last mile, all she had to do was think of Katy. "I was looking up at this hill, and I was tired and my knee was hurting," she says. "But I just put my head down and thought about Katy. I got the biggest smile on my face, and I plowed through."

And what does Katy think of her nurse running a marathon for her? "I'm just happy I'm not Lisa because I don't like to run," she grins. ●

MGH IHP alumni and faculty discuss the problems of the uninsured

Alumni and faculty of the MGH Institute of Health Professions (IHP) gathered with MGH clinicians to discuss health care issues of underserved populations at a special program March 24, sponsored by the IHP's Alumnae/i Association.

James J. Mongan, MD, MGH president, delivered the keynote address about the approximately 40 million Americans who are uninsured and underinsured. Drawing on his previous experience working for the government addressing Medicare and Medicaid legislation, Mongan spoke about why the country has failed to adequately address the problem of health care coverage for all Americans. "The key lesson I have learned from the health care reform debate in Congress is that it is not now and never has been primarily about health care — it is about financing health care," said Mongan.

Following Mongan's remarks, IHP alumni who have devoted their professional careers to caring for the homeless, the poor, the elderly, the handicapped and the uninsured discussed their personal and professional perspectives on the issue.

Leading the discussion were William Levine, FNP, MBA, a nurse practitioner who serves the homeless and prisoner populations through Boston Healthcare for the Homeless, the Barbara McInnes House and the Massachusetts Correctional Institution at Concord; Jennifer Bottomley, PhD, PT, a geriatric rehabilitation consultant who assists low-income elderly with foot care and footwear; and Jana Healey, MS, CCC-SLP, a speech-language pathologist who provides home care for autistic children through the May Center for Early Childhood Education.

The discussion was facilitated by Leslie Portney, PhD, PT, a physical therapist and faculty member who directs IHP's entry-level physical therapy program. "These three alumni and many others credit the Institute with developing their commitment to the underserved," said Portney. "We're very proud of the leadership roles our graduates take."

Laurel Carpenter, RN, CS, ANP, president of the IHP Alumae/i Association, left, with Mara Wernick Robinson, MS, PT, NSC, program chair

MGH resources for meeting ethical challenges

In an environment like the MGH, situations can arise that present challenging ethical dilemmas — ones that don't always have easy, clear-cut solutions. Whether dealing with patients, their families, research participants or even other employees, MGHers may be faced with difficult questions like the following:

- What should clinicians do if the parents of a critically-ill infant disagree about keeping their child on life support?
- How should medical staff counsel a 17-year-old patient with lymphoma who doesn't want chemotherapy, despite his parents' wishes?
- How should a caregiver approach a pregnant patient who is abusing substances harmful to her fetus?

Several resources exist at the MGH to help staff, patients, families and students work through some of these dilemmas. Case-by-case consultation on specific issues is provided by specially designated committees and individuals, who represent a variety of disciplines throughout the hospital (see table below).

To educate staff and increase awareness, nursing ethics "rounds" take place regularly on the patient care units. Other committees, like the MGH Ethics Task Force and the Patient Care Services Ethics in Clinical Practice Committee, although they do not offer consultation services, meet to discuss ethical issues and seek administrative, policy-oriented and educational solutions to problems. One such initiative includes the Ethics Forum series, sponsored by the Ethics Task Force, which provides an opportunity for staff and students to discuss ethical issues.

"Ask the Ethicist" will be the topic of the next forum April 7, 4:30 to 6 pm, in the Ether Dome. A panel will discuss possible dilemmas, demonstrating how "ethicists" think on their feet in difficult situations. Questions, which should preserve patient confidentiality, will be taken directly from the audience and also may be submitted in advance to the forum's moderator Alex Flather-Morgan, MD, by fax at 6-6878, in-house mail to Bulfinch 148, or e-mail to *flathermo@helix.mgh.harvard.edu.* To receive regular announcements about upcoming forums throughout the MGH, Partners and Harvard Medical School communities, send e-mail to *npliner@-partners.org.*

Basic information about such ethical issues as informed consent, advance directives, life sustaining treatment and patient confidentiality can be found in the MGH Administrative Policies and Procedures and the Clinical Policies and Procedures manuals. These resources are available on the MGH homepage, which is accessible through Partners workstations or at *www.mgh.harvard.edu.*

Listed below are some of the committees and individuals at the MGH who can help staff and patients deal with challenging medical ethics issues. ●

committee or service	scope	contact(s)	contact number
Optimum Care Committee	end-of-life issues	Edwin Cassem, MD	6-2988
Pediatric Bioethics Committee	pediatric issues	I. David Todres, MD	4-4380
OB/GYN Ethics Committee	assisted reproduction issues	George Richardson, MD	6-3001
Palliative Care Service	palliative care/end-of-life issues	J. Andrew Billings, MD	4-9197
Chaplaincy	religion and spirituality issues	Sister Sheila Hammond and Rev. Mary Martha Thiel	6-2220
Patient Care Assessment Committee	quality of care issues	Cyrus Hopkins, MD	6-2036
Human Research Committee	research ethics	Research Affairs	6-3493
Office of Patient Advocacy	patient care issues	Sally Millar, RN	6-3370
AIDS Clinic	AIDS-related issues	Ben Davis, MD, and Sandy McLaughlin, MSW	4-0050
Patient Care Services Ethics in Clinical Practice Committee	discussion and facilitation of hospital policy and education	Patricia Lally, RN, and Regina Ferraro Doherty, MS, OTR/L	4-5001, voice mailbox 136-4446
Ethics Task Force	discussion and facilitation of hospital policy and education	Cyrus Hopkins, MD, and Alex Flather-Morgan, MD	6-2036 or 6-3734

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WHAT'S HAPPENING

Take a child to work

Take Our Children to Work Day will take place April 22, 8 am to 3:30 pm, at the MGH. Adapted from National Take Our Daughters to Work Day, the event is an opportunity for children ages 9 to 14 to spend a day in the workplace and see women working in nontraditional roles. Activities include a continental breakfast, a scavenger hunt, tours of the Eat Street Café and kitchen, a fair in the Warren Lobby with interactive booths about various careers, a radiology presentation, as well as prizes and certificates awarded at the end of the day. Employees who would like to bring a child should contact their supervisors and consider the safety, access and appropriateness of having a child in their work areas. To pre-register, send child's name, age, employee sponsor's name, department, telephone extension, relationship to child and any special considerations to Amy Vacchina by e-mail at *avacchina@partners.org* or by fax at 6-6989 by April 16. Registration forms also are available at Human Resources offices on White 14, at 75 Blossom Court and CNY, seventh floor. For information, call 4-7835.

Alcohol screening

Partners Psychiatry and Mental Health will host screenings in support of the first-ever National Alcohol Screening Day April 8. The free screenings will provide educational lectures, written self-tests and confidential interviews with a health professional. A cornerstone of National Alcohol Awareness Month, the screenings are designed to educate the public about the symptoms of and effective treatments for alcohol problems and to help individuals struggling with alcohol-use disorders obtain treatment. The screenings will be held at the following Partners-sponsored sites:

All Saints' Episcopal Church
17 Clark St., Belmont
5:30 to 7:30 pm

BWH
Southern Jamaica Plain Health Center
640 Centre St., Jamaica Plain
4 to 5:30 pm

Faulkner Hospital
1153 Centre St., Jamaica Plain
6 to 8 pm

McLean Alcohol and Drug Abuse Treatment Program at Naukaeg
216 Lake Road, Ashburnham
1 to 3 pm

McLean Hospital
deMarneffe Building, Room 132
115 Mill St., Belmont
10 am to noon

Salem Hospital
Outpatient Mental Health Center
172 Lafayette St. Salem
2 to 4 pm

Spaulding Rehabilitation Hospital
125 Nashua St., Boston
3 to 5 pm

MASSACHUSETTS
GENERAL HOSPITAL

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website: *www.mgh.harvard.edu*
(MGH News and Publications)

MGH in the news

In December 1997, a film crew from the ABC News program "20/20" began following the first-ever clinical pastoral education (CPE) fellows at the MGH. The resulting feature on spirituality and medicine is scheduled to air on "20/20" April 4 at 9 pm on ABC (Channel 5 locally).

The CPE program — believed to be the first of its type in the country — was developed and run by Sister Sheila Hammond and Rev. Mary Martha Thiel, directors of the MGH Chaplaincy. Two fellows, Mary Kraft, MD, an anesthesiologist, and Virginia Harlan, LICSW, a social worker at the MGH•Charlestown HealthCare Center, were sponsored by the Kenneth B. Schwartz Center. The MGH Department of Nursing awarded two fellowships to Donna McKay, RN, from Ellison 7, and Michael Wilson, RN, from the Burn Unit.

How to Give a Presentation

The Clinical Research Program and the Department of Psychiatry will offer a seminar entitled "How to Give a Presentation" April 14, 4 to 5:30 pm, in the O'Keeffe Auditorium. Registration is required. To register, visit *www.crnet.mgh.harvard.edu* or call 4-2900.

Complementary medicine series

Women's Health Associates at MGH and the Kenneth B. Schwartz Center will host a series of free education programs entitled "Complementary Medicine Approaches to Health and Illness." This series is designed to provide an opportunity for clinicians to learn more about complementary medicine approaches that can be incorporated successfully into patient care. The programs examine the scientific evidence of the effects of treatments, discuss clinical situations in which complementary methods may be employed, and identify resources within the MGH community. The next program "Medical Aspects of Energy Healing" will take place April 5, 4 to 5 pm, in the Wellman Conference Room. No registration is necessary.

Pediatric Service Grand Rounds

A faculty meeting will take place at the next Pediatric Service Grand Rounds, April 6, noon to 1 pm, in the O'Keeffe Auditorium. The discussion's speakers include James J. Mongan, MD, president of the MGH; R. Alan Ezekowitz, MBChB, DPhil, chief of Pediatrics; and Ronald Kleinman, MD, chief of Pediatric Gastroenterology. For more information, call 6-3480.

AMMP presentation about MGH history

The Association of Multicultural Members of Partners (AMMP) will sponsor a lecture, "A History of the MGH," April 8, noon to 1:30 pm, in the Trustees Room. Paula O'Connor, MD, of Medicine, will speak. All are welcome, and lunch will be served. For more information, call 732-5500 ext. 1605 or send e-mail to *gthompson@partners.org.*

April 9, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Balancing a research career and family life

Nadia Carlesso, MD, PhD, and Karen Miller, MD, have never met, but they have a lot in common. Both are successful physicians, both are working diligently to establish their research careers, both are junior faculty members at Harvard Medical School (HMS), and both are striving to balance their full-time jobs at the MGH and their full-time jobs as mothers of young children.

Nadia Carlesso, MD, PhD

Fortunately for both women, they have support to help them reach their goals: Carlesso and Miller are the recent recipients of the third annual Claflin Distinguished Scholar Awards.

Funded by the MGH Executive Committee on Research, the awards are two-year, $30,000 grants aimed at helping young women develop their research careers through their child-bearing years.

"As a research establishment, the MGH recognizes the issues women face in furthering their careers in academic medicine while taking care of their families," says Jane Claflin, MGH honorary trustee, chair of the Women in Academic Medicine Committee and namesake of the award. "With these awards, we reaffirm our commitment to supporting women physicians and scientists and helping them reach their goals."

Carlesso does basic research in the field of hematopoiesis. Her research project is focused on the mechanisms that regulate the formation and differentiation of blood cells. When she is not conducting experiments at the AIDS Research Center at CNY, Carlesso is sharing her parental duties with her husband, an immunologist at the Dana-Farber Cancer Institute.

Karen Miller, MD

Taking care of her 4-year-old son, Andrea, is both a delight and a struggle, she says. Carlesso and her husband take turns delivering and picking up Andrea from a daycare center that is open until only 6 pm. They also alternate evenings and weekends at work and at home. "You become so engaged in your research that you can't just switch it off and go home," says Carlesso. "This kind of work is never finished, and now

(*Continued on Page 3*)

Durante Awards honor staff

As nurse manager of the Blake 2 Infusion Unit, Joanne LaFrancesca, RN, MN, attends to the most minute details in ensuring that patients receive high-quality, personalized care. McCallum "Mac" Moore, an ambassador stationed at the entrance of the MGH Cancer Center in the Cox Building, greets patients as they arrive and is often the first person they see. Although these employees have vastly different job descriptions, they each help make the MGH experience a more positive and comfortable one for cancer patients.

In recognition of their compassion, enthusiasm and commitment, LaFrancesca and Moore received the first Susan and Arthur Durante Awards for Exemplary Care and Service with Cancer Patients March 31 in the Wellman Conference Room.

The Durantes, who have been involved with the MGH and its activities since Arthur Durante was diagnosed with Hodgkin's disease 33 years ago, created the award to express their gratitude to the staff at the MGH and recognize the important impact they make on patients' experiences at the hospital.

In presenting the award, Arthur Durante said: "A touch of a hand and a warm smile go just as far as any medication. This award is to recognize two individuals who have facilitated this healing."

The $1,000 award, which is meant to support recipients' relaxation and respite, will be given each year to two non-physician staff who have been nominated by colleagues, supervisors, patients and families.

Durante noted that he and his wife have looked forward to the day when they would be able to give this award. "The MGH Cancer Center is a place with a warm, gentle heart," he said, a quality he attributes to the "beauty of its staff."

Award recipients (center) Joanne LaFrancesca, RN, MN, and McCallum "Mac" Moore with Arthur and Susan Durante

Roxbury students find an adventure at the MGH

Laura Feltham, MS, *(right)* a child life specialist in the Pediatrics Department, recently taught a group of middle school children from Roxbury about the human body. Thirty children spent time in Pediatrics and the Health Information Management departments participating in various activities with staff to learn about the hospital. Coordinated by the Volunteer Department, the event was part of the Health Adventures program, which the MGH and other Boston-area hospitals sponsor to introduce at-risk youngsters to careers in the health field. The children are paired with volunteer mentors from the community and visit a different hospital the first Saturday of each month throughout the school year.

Budget management initiative affects capital spending

As a part of the hospitalwide budget management plan, the MGH has enacted a spending freeze on all capital projects and purchases that can be delayed. This recent cost reduction is a result of the losses experienced during the first three months of fiscal year 1999, which put the hospital $15 million behind budget.

"Although we remain hopeful that our revenue enhancement and cost reduction efforts will yield improvements, we have concluded that we must take all necessary measures to preserve our financial position while it is still healthy," said James J. Mongan, MD, president of the MGH, in a memo to senior management. "Given the recent budget management efforts, we are optimistic that our financial results will improve in the second half of the fiscal year and that we will be able to resume spending on previously approved capital projects."

Projects or purchases that need to move forward should be brought to the attention of vice presidents or department heads. Priority capital issues will be reviewed by senior management. For more information, call Katie Hope, MGH budget director, at 6-2221. ●

Pretax MBTA pass deductions implemented

Because of recently enacted federal legislation, MGH and Partners employees now can benefit from a pretax payroll deduction for their MBTA pass purchases. The federal legislation, called the Transportation Equity Act (TEA), permits a pretax deduction of up to $65 a month — minus any employer-provided subsidy — for transit pass purchases.

For example, an MGH or Partners employee currently pays $60 through an after-tax payroll deduction for a Zone 2 pass that the MBTA sells for $72. When the pretax deduction is implemented April 22 for employees enrolled in the payroll deduction program, $53 ($65 monthly maximum minus the $12 employer subsidy) will be deducted before federal and social security taxes are paid, reducing the amount of federal taxes owed. The remaining $7 will be deducted after taxes.

Applications for the payroll deduction program are available in the Police and Security Office in the Clinics basement, the Parking Office in the Fruit Street Garage, the information desk in the WACC Lobby and the Payroll Department at CNY. For more information, send e-mail to *ibenefits@partners.org.*

Race and care focus of rounds

It was standing room only at the Kenneth B. Schwartz Center Rounds March 26, as MGHers gathered to discuss race and the patient-caregiver relationship. The discussion was a part of a monthly presentation sponsored by the Schwartz Center, which focuses on improving the relation[illegible] between patients and their caregivers.

— Balancing a research career and family life

(Continued from Page 1)

is a crucial time in my career to keep the research going. At the same time, it is an important time for me to be with my child. I'm just glad that the MGH is sensitive to this problem that women in research face."

Miller has a similar situation trying to juggle her home life with a busy research career. She recently received a five-year clinical research grant from the National Institutes of Health to investigate the effects of testosterone on bone density and body composition in women with anorexia nervosa. Starting a new research project can be stressful enough, but Miller also is the mother of a very active 2-year-old daughter, Ella, and is expecting her second child in August.

Miller shares her family responsibilities with her husband, who is a breast oncologist at Dana-Farber Cancer Institute. For Miller, the key to balancing her career and family life is to meet the challenges and time constraints realistically. "It is impossible to think that you can do it all," says Miller. "This can be a tough time in a woman's career and family life, but this award provides the essential support that is needed to succeed in both areas."

Both Carlesso and Miller plan to use the funds from the Claflin awards to hire technicians to help in their research projects. With the addition of full-time help, both researchers can spend more time writing grants and papers, as well as shifting after-hours and weekend work to the technicians. ●

A new focus in the MGH Photography Department

The MGH Photography Department is embarking on a new initiative in the application of photo technology to meet the current needs of MGHers. With the recent acquisition of digital imaging equipment, the Photography Department now is able to process and provide custom digital scanning, slides and prints. This production method offers high-quality production at a low cost.

"We are finding that the speed and consistency of results offered by using digital equipment provide our customers peace of mind when they are pressed with deadlines," says Sam Riley, supervisor of the Photography Department. "The learning curve has been pretty steep both for our customers and photographers, but generally the transition has been going well. Traditional photographic methods will continue to be used, but as the digital technology improves, we will shift towards using it more."

Photography at the MGH has had a distinguished history. The application of photography for medical purposes was introduced at the hospital after the Civil War. Those photos, known as daguerreotypes, were developed in a mercury vapor and produced on silver-coated metallic plates. This process later evolved into a method of imprinting on glass plates with a nitrocellulose solution. MGH physician and poet Oliver Wendell Holmes, MD, often referred to this process as "mirrors with a memory."

From left, Sam Riley, Abram Bekker and Paul Batista of the MGH Photography Department.

In the late 1880's, the MGH Photography Department had its beginnings when funds were appropriated to purchase photographic equipment. At that time, the responsibility for overseeing all hospital photographic needs was entrusted to the pharmacist. It was not until 1927 that the MGH trustees authorized the establishment of an official photographic laboratory at the hospital.

Today, the Photography Department is part of the MGH Police, Security and Parking Department. Drawing from their collective photographic expertise of more than 50 years, the Photography Department staff, which includes Paul Batista, Abram Bekker, Kathy Grady and Sam Riley, is well suited to offer professional assistance with a variety of photographic requests. Currently, the Photography Department staff provides a host of services including:

- traditional and digital custom printing, slide production and duplication, including PowerPoint slides and overheads, poster prints, high resolution scanning, image manipulation and web photograph preparation;
- studio and location photography for patient care, research and surgical documentation;
- public relations photography including portraits, annual reports and department brochures;
- portrait and passport photography; and
- picture framing, camera repair and technical advice.

Personal work is welcome. For more information, call 6-2237. ●

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WHAT'S HAPPENING

Summer camp at the Backup Child Care Center
The MGH Backup Child Care Center will sponsor School Age Vacation Camp for children ages 6 to 12 this summer from June 28 to July 2, Aug. 23 to 27 and Aug. 30 to Sept. 3. The camps will run from 7:30 am to 6 pm each day and feature a variety of programs and activities, including excursions to such local spots as Georges Island, the historic North End and Fenway Park. To make reservations, call the Backup Child Care Center at 4-8414. Reservations will be taken beginning at 8 am on April 15 for the June camp week and on April 16 for the August camp weeks.

Weight management class
MGH Nutrition Services will offer a 10-week weight management class "Winning at the Losing Game," which will meet every Tuesday 5:30 to 7:30 pm, beginning April 27. The class will include education about nutrition by a registered dietitian, an exercise program supervised by a physical therapist and behavior modification to assist with lifestyle change. The class costs $215 for MGH employees and $225 for nonemployees. Because of limited availability, early registration is recommended. To sign up or for more information, call 6-2779.

Mothers and sons
The Employee Assistance Program will present a seminar entitled "Mothers and Sons: Staying Connected" April 15, noon to 1 pm, in the Wellman Conference Room. Cate Dooley, MS, from the Jean Baker Miller Training Institute at the Stone Center, Wellesley College, will discuss alternatives for raising boys. Fathers and other caretakers also are encouraged to attend the seminar. For more information, call 6-6976.

Financial tips
The Association of Multicultural Members of Partners (AMMP) will host a seminar entitled "Personal Financial Tips for the 21st Century" April 13, 9:30 to 11 am, in Burr Conference Room 5, third floor, Bartlett Hall Extension. A financial expert will discuss investments, future planning and retirement. To make a reservation, call 4-3312.

Cancer Center newsletter goes online
The *Cancer Center Corner,* a new online newsletter providing updates and news for MGH Cancer Center staff now is available on the Cancer Center website at *www.cancer.mgh.harvard.edu.* To submit story ideas or contributions, call Chris Foster at 6-7423 or send e-mail to *cfoster@partners.org.*

Women's Health Symposium
A free, public Women's Health Symposium will be held April 15, 5:30 to 8:30 pm, in the second floor conference room, at the MGH•Charlestown HealthCare Center. Screenings will be available for cholesterol, glucose and blood pressure, and women will have the opportunity to speak with members of the clinical staff, including a cardiologist, primary care physician, nutritionist and stress management expert. For more information, call 4-2074.

Severe illness in children
The MGH Institute of Health Professions will present a seminar entitled "Children and Death" about children facing severe illness, 9 am to noon, 101 Merrimac St., room 336. The guest speaker will be Ida Martinson, RN, PhD, FAAN, dean of the School of Nursing at Hong Kong Polytechnic Institute. For more information, call 6-3163.

Research job fair
The Partners Corporate Employment Office will sponsor its annual research job fair April 29, 11 am to 5 pm, at the Swissotel, Boston. Departments that would like to participate in the recruitment event, which each year attracts hundreds of attendees seeking positions in the research communities of MGH and BWH, may contact their Human Resource generalist by April 12 to register and reserve a table. For more information, call 4-8568.

MGH Angel Fund reception
Sculler's jazz club, located at the Doubletree Suites Hotel in Boston, is hosting a reception to benefit the MGH Angel Fund supporting Lou Gehrig's disease research, April 15, 8 pm. Famous jazz pianist George Shearing will perform with the George Shearing Quintet. For tickets, call (800) 729-3987.

Irene Epstein Rosenthal Memorial Lecture
Henry Mankin, MD, former chief of Orthopædics at the MGH, will deliver the first annual Irene Epstein Rosenthal Memorial Lecture April 15 at noon, in Conference Room 8a and b, at Spaulding Rehabilitation Hospital. The topic will be "New Developments in the Treatment of Bone Tumors." Lunch will be served. To register, call 573-2921.

Latino health lecture
David Hayes-Bautista, PhD, from the University of California School of Medicine, Los Angeles, will present "Latino Health Movement: Affirmative Action 30 Years Later" April 15, 6 to 7 pm, in the Carl Walter Amphitheater, Tosteson Medical Education Center, 260 Longwood Ave., Harvard Medical School. A reception will begin at 5:15 pm in the Atrium on the second floor. The MGH community is welcome. For information, call 432-1572.

MASSACHUSETTS
GENERAL HOSPITAL

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by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

website: *www.mgh.harvard.edu*
(MGH News and Publications)

April 16, 1999

MGH**HOTLINE**

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

One family's experience with organ donation

On Feb. 1, 1997, the lives of the Holtz family changed forever. Jane and her husband, Jerry's, 35-year-old daughter, Keren, was struck by a drunk driver while bicycling near Portland, Ore. She was declared brain dead, and the Holtzes were faced with an important question — should they donate Keren's organs?

Jane Holtz is vice president for MGH Neurosciences and Pediatrics and has been at the hospital for 23 years. As an administrator with the departments of Neurology, Neurosurgery and Psychiatry, she knows about brain death. She had been involved with developing the Harvard guidelines that set the criteria for brain death. But, she says, "the disconnect between an intellectual understanding of brain death and emotional acceptance is enormous. This was our daughter. We just weren't ready to let go of her."

Even though they had never discussed organ donation with their daughter, to donate was the immediate reaction of Jane, Jerry and their three sons. "Keren's death was senseless, and we could do nothing to change that," says Jane. "But we could give others the opportunity to continue their lives."

Working with Keren's caregivers and the representative from the Pacific Northwest Transplant Bank, Jane says, made the process easier for the whole family. "We were asked in a most compassionate and sensitive way to consider donation," she says.

The Holtzes later received a letter from the organ bank that six people were able to live because of Keren's organs. Collectively, the recipients had nine children who were spared the loss of their mother or father. In addition, two people regained their sight.

Jane now has become an advocate for organ donation, participating in grand rounds with Kris Frank, RN, CCRN, donor coordinator from the New England Organ Bank. "Keren's senseless accident came out of the blue, and we will be dealing with our loss forever," she says. "But my commitment to promoting organ donation provides me with a sense of continuity that is meaningful and the only positive element in an otherwise overwhelming family tragedy." *(See Page 2 for more about organ donation.)* ●

MGHers gear up for Marathon Monday

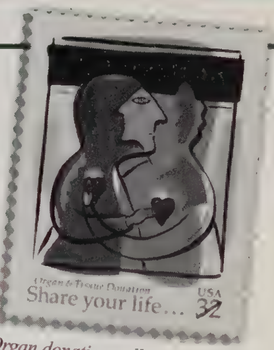
On Monday, Alicia Foley will run the toughest race of her life — the 26-mile Boston Marathon. But Foley, supervisor of the MGH Bone Marrow Transplant Processing Lab, knows that her race will be over in a few hours, while Kayla Aiello, a patient at the MGH, faces a longer and tougher race against the cancer that has invaded her 4-year-old body.

Foley is one of 45 people who have committed to finishing the Boston Marathon to raise money for pediatric cancer research at the MGH. Some of them, like Foley, have never run a marathon — never even run a race. But they are motivated by the children and their families who never give up their fight against cancer.

(Continued on Page 3)

Members of the MGH Marathon Team, from left, Alicia Foley, Deb Watts, MPT, and Susie Flaherty, MSW.

A critical need for organ donation



Organ donation collectors' stamp

More than 55,000 Americans are waiting for transplants — from kidney, heart, liver, pancreas, small bowel and lung transplants to donated tissue such as bone, heart valves, eyes and skin. According to the New England Organ Bank, only 5,400 organ donations were made in 1997. Approximately 4,000 patients died as they waited for needed donor organs.

Francis Delmonico, MD, director of MGH Renal Transplantation, is medical director of the New England Organ Bank. He says the reasons why donations are so few include a limited pool of potential donors and a reluctance of some families to consent to donation.

Organ donation is considered only after a potential donor is determined to be brain dead, a circumstance that applies to a very small number of patients. Under strict medical criteria, brain death occurs when all brain activities have ceased and breathing and heart function can no longer be maintained independently. Tissue donation does not require brain death circumstances.

Coordinators from organ banks can help hospital staff deal with issues surrounding donation. As the MGH donor coordinator from the New England Organ Bank, Kris Frank, RN, CCRN, helps to clarify donation policies to make sure that potential donors are identified. Once a potential donor is identified, Frank, working with the caregivers, approaches the family about donation. "My goal is for families to be dealt with in the most sensitive manner possible," says Frank. "I believe that every suitable family has the right to be offered the opportunity to give their loved ones' organs, and my job is to make sure they have the information to make the decision that is right for them."

The Health Care Financing Administration recently enacted a federal regulation requiring that the option of organ and tissue donation be offered to families of all appropriate patients. Under the new regulation, hospitals must report all deaths and impending deaths to a designated organ procurement organization. The regulation is a Medicare "condition of participation" that requires all hospitals to comply to obtain Medicare payment.

"The transplant community anticipates that this new regulation will enable organ banks to become aware of all potential organ donors," says Delmonico.

During National Organ Donation Week, April 19 to 23, the MGH Transplant Unit will host an information table April 19, 20, 22 and 23 in the Main Corridor next to Coffee Central. Organ donor T-shirts will be on sale to benefit the MGH Transplant Education Fund. For more information about organ donation, call Frank at 6-9220.

What's the Diagnosis?

The New England Journal of Medicine recently began a feature on its website called "What's the Diagnosis?" — a spin-off from its regular magazine feature "Case Records of the Massachusetts General Hospital."

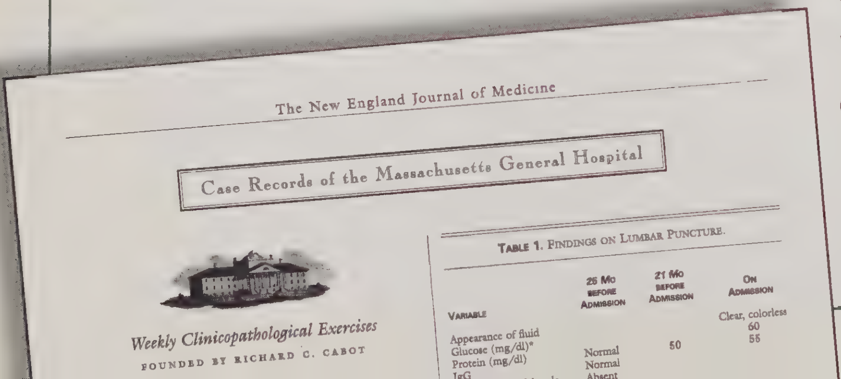
The Case Records have appeared in the journal since 1924 and are derived from the Cabot Clinicopathological Conferences (CPCs), which take place every Thursday, noon to 1 pm, in the O'Keeffe Auditorium. Prepared by members of the MGH Pathology Department, each CPC challenges a guest speaker to deduce the diagnosis of an anonymous MGH patient. The conferences were created at the MGH by Richard C. Cabot, MD, in the early 1900s for medical students, but today they welcome physicians and health professionals of all levels.

"What's the Diagnosis?" which is accessible on the journal's website *(www.nejm.org),* will present a different case at the beginning of each month. The same case, along with its diagnosis, will be published as a Case Record in a subsequent issue of the journal. This month, "What's the Diagnosis" is presenting the case of a 67-year-old man with a three-year history of dementia. The Case Record will appear in the April 22 issue of the journal.

Currently, the CPC office of the Pathology Department is developing its own website that will offer archival and up-to-date CPC abstracts. The website soon will be accessible through the MGH homepage as well as linked to the journal's website.

The next CPC presentation is April 22, noon to 1 pm, in the O'Keeffe Auditorium. Two MGHers, James Allan, MD, of Surgery, and Eric Sheffer, MD, of Pathology, will discuss the case of a 75-year-old man with dysphagia.

For more information about upcoming CPC's taking place at the MGH or appearing in the journal or on its website, call 6-8897. ●



The New England Journal of Medicine

Case Records of the Massachusetts General Hospital

Weekly Clinicopathological Exercises

FOUNDED BY RICHARD C. CABOT

TABLE 1. FINDINGS ON LUMBAR PUNCTURE.

VARIABLE	25 MO BEFORE ADMISSION	21 MO BEFORE ADMISSION	ON ADMISSION
Appearance of fluid			Clear, colorless
Glucose (mg/dl)*			60
Protein (mg/dl)	Normal	50	55
IgG	Normal		
	Absent		

— MGHers gear up for the marathon

(Continued from Page 1)

The MGH Marathon Team was started last year by Howard Weinstein, MD, chief of Pediatric Hematology/Oncology, after one of his patients died from incurable sarcoma. Weinstein had run the Boston Marathon many times, but this time he pledged to run to raise money in memory of the 18-year-old boy who had been under his care.

Weinstein was joined by 10 colleagues and friends who raised more than $45,000. This year, the team of 45 runners hopes to raise $150,000. All of the money goes directly toward finding effective new treatments for patients.

For Foley, the run is deeply personal. She met Kayla last fall, when the young girl was being treated for Wilm's tumor, which had spread from her right kidney to her lungs. Foley assisted with collecting and preserving Kayla's peripheral blood stem cells in case she would need a bone marrow transplant. Foley has since grown close to the Aiello family, going to their house for dinner every week, and she signed up to run the marathon in honor of Kayla.

Many of the runners have their own inspiration: Dan Santanello is running for his 7-year-old daughter, Kristin, and Paul Beggan is running for his 11-year-old daughter, Lindsey. Deb Watts, MPT, is running for two r patients, Mike Davis and Matt Barry, both 17. And Craig Garfield, MD, a resident in Pediatrics, is running for 5-year-old Emma Carey.

The evening before the marathon, the runners, the kids and their families will be treated to a "carbo-load" pasta dinner at the Park Plaza Hotel, sponsored by Fleet Bank. During the race, patients and their families are invited to Weinstein's house, located at the 20-mile mark in Newton, to cheer on the team.

Sandy Aiello, Kayla's mother, says she can't describe how much she appreciates Foley running for her daughter. "I feel that if it wasn't for the MGH Pediatric Hematology/Oncology clinic, my daughter wouldn't have had the chance she has. Alicia and the rest of the team have worked so hard to cure Kayla's cancer. They're all near and dear to our hearts." ●

MGHers on the 1999 MGH Marathon Team

- **Nicole Dorn, Marketing**
- **Alan Ezekowitz, MD, PhD, Pediatrics**
- **Susie Flaherty, MSW, Social Service**
- **Alicia Foley, Hematology/Oncology**
- **Erin Gammell, MSPT, Physical Therapy**
- **Craig Garfield, MD, Pediatrics**
- **Jen Griffin, MPT, Physical Therapy**
- **Andrew Hansen, Transplantation Biology Research Center**
- **Honor Hawkins, Marketing**
- **Shawn Hillier, Radiology**
- **Nicole Lee Johnson, Dietetics**
- **Tom Lynch, MD, Hematology/Oncology**
- **Mary O'Brien, RN, Pediatrics**
- **Allison Poulos, General Clinical Research Center**
- **Kara Raynor, Partners Development**
- **Lisa Sohl, RN, Nursing**
- **Deb Watts, MPT, Physical Therapy**
- **Howard Weinstein, MD, Pediatric Hematology/Oncology**

State senators visit MGH•Chelsea center at local high school

MGH•Chelsea HealthCare Center caregivers and staff had an opportunity to highlight successful community benefit programs last week when they led Massachusetts Sen. Thomas F. Birmingham (D-Chelsea), senate president, and Sen. Richard T. Moore (D-Uxbridge), senate chair of the legislature's Health Care Committee, on a tour to highlight the center's efforts to keep Chelsea school children healthy.

Moore has been encouraging school districts to develop more school-based health centers, and his interest led him to MGH•Chelsea, which has operated a successful clinic at Chelsea High School since 1991.

The Chelsea High Student Health Center serves 450 students, approximately half of the student body, and handled nearly 1,300 visits last year. The Student Health Center provides primary care, treatment for acute and chronic illness, mental health services, sports physicals, immunizations, referrals for nutrition counseling, pregnancy prevention and substance abuse services.

Birmingham and Moore toured Chelsea High with Chelsea city and school officials — including Guy Santagate, city manager, and Douglas Sears, PhD, superintendent — as well as Howard Koh, MD, MPH, Massachusetts public health commissioner, and representatives from the MGH and Partners HealthCare.

"The partnership that has developed among MGH•Chelsea, the city and Chelsea schools is extraordinary, and I believe it can be a model for other communities," said Moore. "We know that children can't learn if they are not healthy. In MGH•Chelsea, this city has an invaluable partner in ensuring the health and education of children in the community."

Tom Sterne, MD, medical director, MGH•Chelsea, left, talks with Birmingham.

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WHAT'S HAPPENING

Secretaries Day celebration

The MGH will celebrate Secretaries Day April 21 by hosting a luncheon for secretarial and support staff, 11:30 am to 1:30 pm, under the Bulfinch Tents. The Pamela J. Ellis Memorial Secretarial Award will be presented at 12:30 pm. For evening staff, a reception will take place April 20, 6 to 8 pm, in the East Garden Room, located beneath the stairs across from the Eat Street Cafe. For more information, call 4-7835.

Take a child to work

Take Our Children to Work Day will take place April 22, 8 am to 3:30 pm, at the MGH. The event is an opportunity for children ages 9 to 14 to spend a day in the workplace and see women working in nontraditional roles. Activities include a continental breakfast, a scavenger hunt, tours of the Eat Street Cafe and kitchen and a fair in the Warren Lobby with interactive booths about various careers. Employees who would like to bring a child should contact their supervisors and consider the safety, access and appropriateness of having a child in their work areas.

To pre-register, send the following information to Amy Vacchina by e-mail at *avacchina@partners.org* or by fax at 6-6989: child's name, age, employee sponsor's name, department, telephone extension, relationship to child and any special considerations. Registration forms also are available at Human Resources offices on White 14, at 75 Blossom Court and CNY, seventh floor. For information, call 4-7835.

Dental Group booth

The MGH Dental Group will host an information booth April 21, from 8 am to 5 pm, in the Central Lobby. Staff from the practice will answer questions and provide educational materials about dental health and awareness topics — from brushing to bleaching to a child's first dental visit. Those who stop by will also have a chance to enter a raffle for an electric toothbrush. The MGH Dental Group, located in the WACC 230, is open Monday to Friday, 8 am to 5 pm. The practice serves both inpatients and outpatients and offers a complete range of dental care from cleanings and fillings to dentures/plates and oral cancer screenings. For more information or for an appointment, call the Dental Group at 6-1076.

Chelsea offers immunizations for kids

In recognition of National Immunization Week, April 18 to 24, the Pediatric and Adolescent Medicine staff at MGH•Chelsea HealthCare Center will help parents review their children's immunization records and provide any needed inoculations. This free service will be available from 9 am to noon, in the first floor entryway area at the health center, located at 151 Everett Ave., Chelsea. Vaccines will be available for such diseases as measles, mumps, rubella, tetanus, diphtheria, pertussis, polio, hepatitis B, haemophilis B and varicella. For more information, call 889-8520.

Health Awareness Day

The MGH•Charlestown HealthCare Center will host a Health Awareness Day April 30, 11 am to 3 pm, at Charlestown Navy Yard, Building 149. The event will feature free health screenings for cholesterol, diabetes and blood pressure as well as prizes, healthy food samples and education booths. For more information, call 4-8197.

Cancer support programs

The MGH Cancer Center Patient and Family Support Program will offer the following seminars for cancer patients, family, friends and staff in the Cancer Resource Room on Cox 1: "Stretch into Spring: The Benefits of Maintaining Flexibility," April 21, noon to 1 pm, and "My Throat is Sore, My Mouth Hurts and I Can't Taste: What Should I Eat? A Discussion for Patients with Head and Neck Cancer," April 22, 10 to 11 am. For more information, call 4-1822.

Clinical research ethics seminar

The Clinical Research Program will host the second in its series of ethics seminars April 22, 11:45 am to 1 pm, in the Wellman Conference Room. The topic "Accountability in Clinical Investigations: Lessons from the Archives of Clinical Research," will address the ethical responsibilities involved in clinical trials by using case studies to illustrate breaches in ethical and scientific principles. Lunch will be served. To register, call 6-1669 by April 19.

OT Awareness Day

To recognize Occupational Therapy Month, the MGH Occupational Therapy Department will host information tables and interactive displays demonstrating various aspects of the OT practice April 21, 11 am to 1 pm, in the Central Lobby. Features include a computer station demonstrating ergonomic principles, a display of splints and adaptive equipment and a grip strength contest. For more information, call 6-9534.

Gay and lesbian issues in the HMS community

"Out in the Harvard Medical Community: A Town Meeting about Gay and Lesbian Issues" will take place April 22, 5 to 6 pm, in the Walter Amphitheater at Harvard Medical School, 260 Longwood Ave. All members of the Harvard medical community are invited. There will be refreshments in the Medical Education Center atrium before and after the program. For more information, e-mail *krista_farnworth@hms.harvard.edu.*

MASSACHUSETTS
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(MGH News and Publications)

April 23, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Adrienne Sacco-Maguire, RN, of the NICU, cares for premature twins Samantha and Madeline Baptiste.

Caring for the tiniest of babies

In the MGH's Neonatal Intensive Care Unit (NICU), lighting is low and nurses speak in hushed voices as they rock the tiniest of babies in their arms. This softened environment is vital for infants born prematurely to continue developing hearing, sight and other basic functions.

Now nurses in the NICU are doing something more: taking many of their cues from the infants themselves. Rather than sticking to a schedule for feeding or bathing, the nurses let the babies tell them when they're too stressed or tired to be disturbed. If a baby cries, yawns, hiccups or stretches its arms in protest, the baby may be giving signals that it needs rest more than anything else. So a nurse may wait until the next day to give the baby a bath or draw

(Continued on Page 2)

Expanding options for MGH patients with cervical cancer

What happens when a woman in her childbearing years discovers she has cervical cancer before she's had children? Not only must she deal with the shock of a cancer diagnosis, she also must confront the possibly traumatic news that she may never be able to have children.

In an effort to expand fertility options for women, a trio of physicians at the MGH Vincent Memorial Obstetrics/Gynecology Service has offered women with early cervical cancer the possibility of having their own children through in vitro fertilization (IVF), a standard infertility procedure. It is the first time in the United States that the use of IVF for cervical cancer patients has been reported in a medical journal.

> "BY WORKING COLLABORATIVELY, WE ARE ABLE TO HELP OUR CERVICAL CANCER PATIENTS DEAL WITH THE ISSUES AND PURSUE AVENUES OF FERTILITY PRESERVATION THAT MAY NOT BE AVAILABLE AT OTHER HOSPITALS." — THOMAS TOTH, MD

In the article published in *Obstetrics & Gynecology* in December 1998, gynecologic oncologists Linda Duska, MD, and Annekathyrn Goodman, MD, and infertility specialist Thomas Toth, MD, presented two examples, as well as technical and ethical issues. As they outlined, in more than 50 percent of the cases of cervical cancer, the tumors are small — less than a quarter of an inch — and appear only on the cervix. The standard therapy of a radical hysterectomy, which involves removing the uterus and cervix but not the ovaries, cures more than 80 percent of patients. Yet 10 to 15 percent of women diagnosed with the disease are in their childbearing years. "It's heartbreaking to tell a woman she has cancer, and that the cure requires that we remove her uterus," says Duska.

Taking advantage of the opportunity offered by the Vincent team, two women with cervical cancer chose to undergo the IVF procedure. First their ovaries were stimulated to produce multiple eggs. After the retrieved eggs were mixed with sperm, the embryos were frozen and each woman then underwent a radical hysterectomy. In one case, some of the embryos were implanted in the woman's twin sister, who had offered her uterus as a surrogate womb. She conceived but later miscarried. In the second

(Continued on Page 3)

The MGH's family of champions

From the starting field in Hopkinton, up and over Heartbreak Hill, down Beacon Street, past the landmark CITGO sign and finally to the Boylston Street finish line – more than 55 individuals from throughout the MGH family ran in the Boston Marathon April 19.

The runners, including employees and staff, families and friends, expect to raise nearly $200,000. Congratulations to the list of marathoners below and to all other MGHers who participated or volunteered to help in this year's marathon. To see photos of the event, visit *Hotline's* website: *www.mgh.harvard.edu (MGH News and Publications).*

MGH Running Club Team

William Brugge, MD, GI Unit
Catharine Burke, RN, NP, Cardiac Access Unit
Leigh Griffin, Nuclear Cardiology
Peter Kelsey, MD, GI Unit
Derek Munn, MPT, Physical Therapy
Rob Pawliuk, friend
Ornella Rullo, GI Unit
Mary Theresa Shore, Emergency Radiology
Kate Ulbricht, MGH Pharmacy
Darren Wetzel, friend

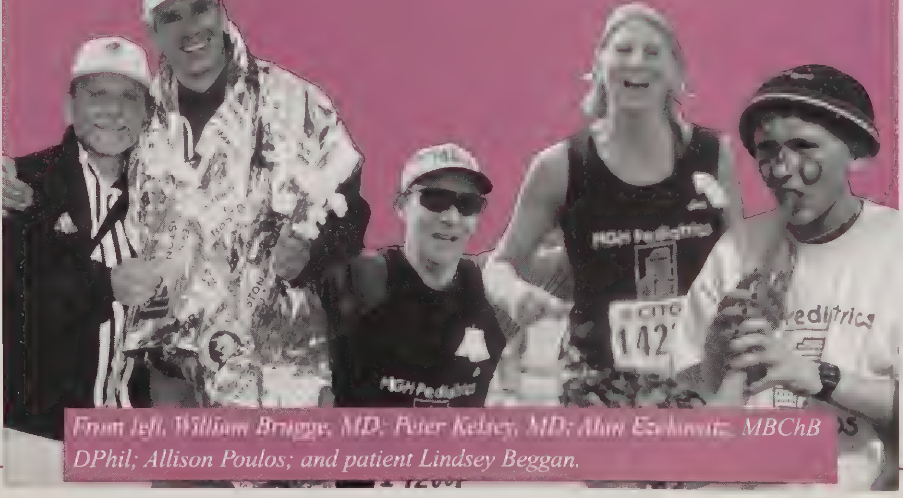
MGH Marathon Team
(benefiting MGH Pediatric Hematology/Oncology)

MGH employees

Nicole Dorn, Marketing
Alan Ezekowitz, MBChB, DPhil, Pediatrics
Susie Flaherty, MSW, Social Service
Alicia Foley, Hematology/Oncology
Erin Gammell, MSPT, Physical Therapy
Craig Garfield, MD, Pediatrics
Jen Griffin, MPT, Physical Therapy
Andrew Hansen, Transplantation Biology Research Center
Honor Hawkins, Marketing
Shawn Hillier, Radiology
Nichole Johnson, Dietetics
Tom Lynch, MD, Hematology/Oncology
Mary O'Brien, RN, Pediatrics
Allison Poulos, General Clinical Research Center
Kara Raynor, Partners Development
Lisa Sohl, RN, Nursing
Deb Watts, MPT, Physical Therapy
Howard Weinstein, MD, Pediatric Hematology/Oncology

Friends and family members

Paul Beggan
Elizabeth Bramson
Jay Collins
Matt Corcoran
Anne-Marie Dorning
Clark Elefteriadis
Stephen Hoenig
Denise Hogue
Anthony Ingemi
Ron Kennedy
Joan Lindley
Douglas Louison
Dawn McLaughlin
Maura McLaughlin
Jon Meredith
Christopher Merlan
Jennifer Merrick
Kerri Perusse
Robert Pierce
Jennifer Pitkin
Amanda Rothermel
Dan Santanello
Dana Silliman
Jonathan Simon
Anne Skelton
Sean Teare
Morgan Trexler



From left, William Brugge, MD; Peter Kelsey, MD; Alan Ezekowitz, MBChB DPhil; Allison Poulos; and patient Lindsey Beggan.

— The tiniest of babies

(Continued from Page 1)

blood for routine testing. Nurses also help keep the babies calm by bringing their hands together or surrounding them with cushions so the babies don't flail and become exhausted. This specialized care was developed by Heidelise Als, PhD, director of the Neurobehavioral Infant and Child Studies Laboratory at Children's Hospital, who visited the NICU March 31. Her approach of heeding signals from babies, which she has advocated for years, was the focus of a documentary filmed at the MGH by the Canadian Broadcasting Company.

Als' philosophy is part of a comprehensive program at the MGH, called Homeward Bound, which will include home visits by nurses and more involvement by parents in their baby's care.

"Some people feel this approach is controversial, but it makes sense," says Mark Ogino, MD, director of the MGH's NICU. "When you follow the patterns of the baby, the complications should decrease w time." Ogino says clinicians are already seeing benefits: The babies need less oxygen, and they're being weaned from ventilators sooner.

Nurses seem to have embraced the new way of caring for babies. "They are excited about it. They say it makes sense," says Anne Armstrong, RN, MSN, clinical nurse specialist for the NICU and special care nurseries.

Terry MacDonald, RN, has worked in the NICU for 20 years. She sees a difference in this new type of care. A decade ago, nurses believed that parents shouldn't touch their babies much, as it would tire them out and possibly impair their development. Today, that philosophy has changed. MacDonald now lets parents take the lead.

She recalls a time when a mother wanted to breastfeed her premature baby and MacDonald questioned whether it was a good idea. When the mother tried it, MacDonald saw the baby bond with the mother. Parents now are encouraged to hold and care for their babies to further their development.

"The parents tell me how they want their visit to go. It works unbelievably well," MacDonald says. ●

ADVANCES

Wellman Labs study shows advantages of different laser treatments

The erbium:YAG (Er:YAG) laser can be as effective as the standard CO_2 laser for the removal of wrinkles with fewer side effects, according to a study from the Wellman Laboratories of Photomedicine at the MGH. The report in the April *Archives of Dermatology* demonstrated that, while the Er:YAG required more "passes" of the laser to achieve the same result as the CO_2 laser, patients experienced less reddening of the skin and significantly faster recovery time with Er:YAG treatment.

"It is not unusual for people to take two weeks or more to recover from CO_2 laser resurfacing, which makes the procedure inconvenient for many working people," says Khalil Khatri, MD, of the Wellman Labs, the paper's first author. "The shorter recovery time needed for Er:YAG treatment means it might be a better option for many people, especially those with relatively superficial wrinkling."

The CO_2 laser has been used for laser resurfacing — removal of wrinkles and other signs of sun damage by removing the skin's outer layer — since the early 1990s and is considered the "gold standard" of treatment. The Er:YAG laser was first used for treatment of wrinkles and other skin blemishes at the MGH Wellman Labs and was approved by the FDA for laser resurfacing in 1997. This study is the first to compare directly the effectiveness and long-term results of the two treatment modalities.

In 21 volunteer patients, laser resurfacing was carried out using the CO_2 laser on one side of the face and the Er:YAG laser on the other side. Evaluation of the overall results found that removing equal depth of skin layers resulted in similar improvement in wrinkles, with Er:YAG treatment resulting in fewer side effects and quicker recovery times. "It's clear that the two types of laser treatment have their own advantages," says Khatri. "I describe the overall effects of both to my patients and let them choose which is best for their particular needs."

The paper's co-authors included R. Rox Anderson, MD; and Joop Grevelink, MD, PhD, of the Wellman Labs. ●

MGH trustee receives philanthropy award

Jane Claflin, honorary trustee of the MGH, received the 1999 New England Association for Healthcare Philanthropy award for Distinguished Service to Philanthropy, at the organization's annual award luncheon April 12 in Newport, RI. She was honored for her extraordinary work on behalf of the MGH and other charitable organizations.

Jane Claflin

Dedicated to the MGH for more than 40 years, she has been committed to advancing the careers of young women physicians and scientists at the hospital, has advocated for the Department of Nursing and has led major campaigns to raise funds for hospital ldings and programs. She has been a member of the MGH Ladies Visiting Committee since the 1950s and served on the MGH Board of Trustees from 1973 to 1989. She continues to serve as an honorary trustee.

— Expanding options

(Continued from Page 1)

case, a 28-year-old woman without a partner, the egg retrieval was successful and the embryos remain frozen.

Though using IVF techniques postpones cancer therapy for two to three months, the delay appears to be safe for most women with cervical cancer. "The treatment, however, may not be appropriate for all patients," says Goodman. "We don't think using hormones to stimulate the ovaries spreads cancer of the cervix, a contrast to breast and uterine cancers, which are exacerbated by hormone use."

In addition to informing other gynecologists and gynecological oncologists of the technique, the Vincent physicians published the article because they wanted to present a host of issues to the medical community: Should the treatment be offered only to women with no children? Should it be offered to women in their late 30s or older? To women who are HIV positive? To a woman with cervical cancer who has no partner? Should the therapy be available when a couple has no surrogate womb available? And if a couple never finds a woman to carry the embryo, what happens to the frozen embryos? If the patient dies, but her embryos survive, what should happen to the embryos? Which criteria should the medical community use to determine appropriate candidates? And because IVF is an expensive procedure, in which circumstances should insurance companies be paying for the treatment?

While the issues for physicians are numerous and complex, "for patients they can be overwhelming," says Toth. "It requires close teamwork among the cancer physician, reproductive endocrinologist, nurse and social worker to counsel the patient. By working collaboratively, we are able to help our cervical cancer patients deal with the issues and pursue avenues of fertility preservation that may not be available at other hospitals." ●

WHAT'S HAPPENING

Job Shadow Day

The MGH/Timilty Partnership seeks MGHers to host seventh graders from the James P. Timilty Middle School in Roxbury for Job Shadow Day, May 18, 9 am to 1:30 pm. The MGH will be one of more than 95 local public and private organizations participating in the event, which introduces students to the world of work, promotes career exploration and helps students make the connection between school and a career. Employees and/or departments who would like to host a Timilty student may call the Partnership office at 4-3210.

Jean Fitzmaurice, RN, PhD, director of Patient Care Services Quality, with Timilty student.

IHP graduate classes

The MGH Institute of Health Professions — an accredited graduate school that educates nurses, physical therapists, speech-language pathologists and clinical investigators — will again offer a wide selection of courses for nonmatriculated students this summer. Courses may be taken to satisfy prerequisites and to earn graduate or CEU credit. Full-time MGH and Partners-affiliated employees may take their first class at half-price tuition. For a brochure outlining dates and times, call 6-3140.

Schwartz Center Rounds

The next Kenneth B. Schwartz Center Rounds, which will mark the second anniversary of the discussion series, will take place April 30, noon to 1 pm, in the Walcott Conference Room. The topic of this month's rounds will be A Conversation with a Long-term Cancer Survivor: When Communication Works and When it Fails. Lunch will be served starting at 11:45 am. To register, call 4-6862.

IBD symposium

Experts from the MGH will be among the many speakers giving presentations at the annual inflammatory bowel disease symposium, Reaching for the Cure, May 2, 7:30 am to 2:15 pm, at the Royal Sonesta Hotel, Cambridge. All are welcome to the program. To register, call (781) 449-0324.

Free skin cancer screening

MGH Dermatology will host free skin cancer screenings May 11, 5 to 7:30 pm, in the Dermatology Surgery Unit, ACC 481. Screenings, which will be given by hospital dermatologists, will be available by appointment only. To schedule an appointment, call 6-1869.

MGH Angel Fund hosts a day at Whalom Park

The MGH Angel Fund, supporting Lou Gehrig's disease research, will hold a benefit at Whalom Park, May 8, noon to 9 pm, and May 9, noon to 5 pm. The amusement park, located at 10 Lake Front Ave., Lunenberg, Mass., will donate proceeds from its regular ticket admissions to the MGH fund. Mary Richardson, of WCVB Channel 5, will be at the park May 9 to take part in the event. All are welcome, and tickets may be purchased at the door. For more information, call (781) 279-1422.

Cycle for MS

The MGH Missing Links Cycling Team is gearing up for its 10th annual MS Great Mass Getaway – a two-day 150-mile cycling tour from Boston to Provincetown, June 26 and 27. Proceeds will benefit the National Multiple Sclerosis Society. For more information about the ride or the MGH Missing Links team, e-mail Sam Roberts at *samuelroberts@msn.com* or call 661-3561.

Patricia Grabauskas, CNM, MSN, of the MGH Vincent Obstetrics and Gynecology Service, left, greets a new MGH mother and her little one at the Boston Baby Faire.

"We're with you every step of the way"

The MGH, North Shore Children's Hospital, Salem Hospital and Newton-Wellesley Hospital sponsored a booth at the recent Boston Baby Faire. The exhibit, called "We're with you every step of the way," was staffed by midwives, nurses, physicians, medical assistants and physical and occupational therapists distributing patient education information to the 24,000 people who attended the event April 10 and 11 at the Bayside Expo Center. The four hospitals sponsored the booth along with another booth sponsored by Partners and BWH.

MASSACHUSETTS GENERAL HOSPITAL

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by mail to the Public Affairs Office,
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April 30, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Austen to step down as MGPO chairman and CEO

W. Gerald Austen, MD

W. Gerald Austen, MD, has announced that he will step down from his position as chief executive officer and chairman of the Massachusetts General Physicians Organization (MGPO) Sept. 30. He will continue to stay involved in a variety of activities at the MGH, the MGPO and Partners.

The first CEO of the MGPO, Austen helped create the organization in 1994, unifying several physician groups at the MGH. "With the help of an excellent management team and outstanding physician leadership," says Austen, "the MGPO has come a long way."

Austen has focused on the MGPO's role in advocating for physicians, whose representation on the MGPO board has increased to 50 percent. In June 1999, physicians also will be represented on the MGH board. In addition, Austen's leadership has helped ensure a strong MGPO physician voice at Partners.

"Working in partnership with Dr. [James J.] Mongan [MGH president]," says Austen, "the relationship between the hospital and its physicians has increasingly been one of collaboration and joint decision-making."

Austen says that now is the right time for him to step down. "While there is still much to do," he says, "the MGPO is now well established and stable, both financially and politically. It is clearly a physician-driven and physician-led organization; it is very inclusive and democratic."

Even though he is stepping down from his official MGPO duties, Austen will stay involved in the hospital and the MGPO. He will continue as chairman of the MGH Chiefs' Council, remain active in raising funds for the MGH and will serve as an adviser to Mongan and to Samuel O. Thier, MD, Partners president and CEO. In addition, Austen will be available to participate on special projects and committees, and to advise and help his MGPO successor. He will continue to serve as the Edward D.

(Continued on Page 2)

Pamela J. Ellis award honors excellence on Secretary's Day

Mary Bozzi, secretary of the Mental Health/Social Service Unit at MGH•Charlestown HealthCare Center, received this year's Pamela J. Ellis Memorial Secretarial Award presented at MGH's Secretary's Day luncheon April 22 beneath the Bulfinch Tent.

Bozzi is described by her co-workers as "a unique human being who sets a high standard of professional and personal excellence, one whose intelligence, goodness and kindness permeates every aspect of her daily work."

Bozzi was one of this year's 76 employees nominated for the award, which was established in memory of Pamela J. Ellis, executive secretary at the MGH, who died in October 1996.

James J. Mongan, MD, president of the MGH, presented Bozzi with the award and thanked the entire clerical staff, which he described as one of the hardest working groups throughout the institution. "You are the brains behind many operations, making our jobs easier," he said. "In the many roles you play, all of you are dedicated to the people you are serving, whether they are patients or other staff."

Mary Bozzi receives the Pamela J. Ellis Award at MGH's Secretary's Day luncheon April 22

ADVANCES

Advertising may influence physicians' choice of blood pressure drugs

The increase in the use of calcium channel blockers and ACE inhibitors to treat hypertension — a 10-year trend that is not supported by national treatment guidelines — has been paralleled by a marked increase in advertising such drugs to physicians, says an MGH research group. Although their findings, published in the April 20 issue of *Circulation,* cannot prove that advertising has influenced how physicians choose which drugs to prescribe, the authors believe pharmaceutical marketing efforts may help explain the switch away from older, less expensive medications such as beta blockers and diuretics.

"The total number of ad pages for calcium channel blockers nearly quadrupled during the study period, making them the most heavily advertised medication of any type during 1996, a year during which we found no ads at all for diuretics or beta blockers," says Thomas Wang, MD, a senior medical resident at the MGH and the paper's first author.

The research team, which also included Randall Stafford, MD, PhD, and John Ausiello of the MGH General Medicine Division, analyzed the January, April, July and October issues of *The New England Journal of Medicine* from 1985 through 1996 to determine the proportion of total ad pages devoted to particular classes of medication. They found that ads for calcium channel blockers increased from 4.6 percent of pages in 1985 to 26.9 percent of pages in 1996, while ads for beta blockers and diuretics decreased from 12.4 percent and 4.2 percent, respectively, to zero. Ads for ACE inhibitors increased at an insignificant level.

Stafford says: "We certainly do not suggest that patients stop taking a medication that is working for them or question their physician's decisions, but patients who are about to start medication may want to discuss the benefits of the various types of drugs with their doctors before deciding on their individual treatment plans."

— Austen to step down

(Continued from Page 1)

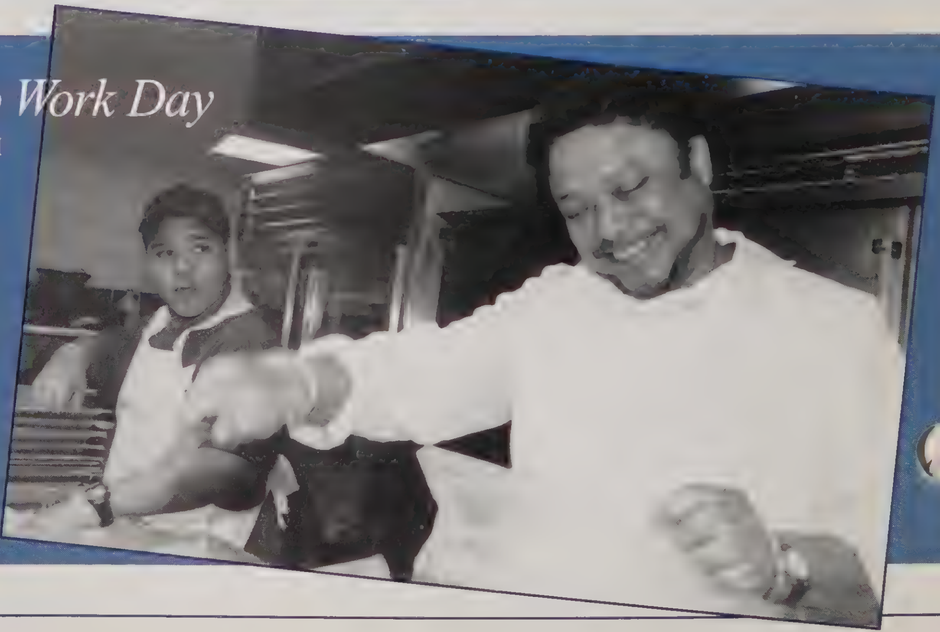
Churchill Professor of Surgery at Harvard Medical School.

Mongan calls Austen an extraordinary leader who has left an indelible mark on the MGH and MGPO. "Dr. Austen's enormous contributions have done much to help shape this institution," Mongan says. "I am delighted that his wisdom and understanding of the MGH and its complexities will continue to help guide the hospital as it faces the challenges of an ever-evolving health care environment."

An MGPO CEO/chair nominating committee will lead the search for Austen's successor. The committee will be comprised of four physicians — two chiefs and two nonchiefs — selected by the MGPO Executive Committee; two lay trustees selected by the MGPO board; the president of the MGH; and the president of Partners.

Austen has been a member of the MGH community for 44 years. He completed his internship and surgical residency at the hospital, serving as chief surgical resident in 1960. In 1963, he was named chief of the Surgical Cardiovascular Research Unit and became chief of Surgical Services in 1969. In October 1997, he stepped down from his administrative surgical position but continued to lead the MGPO. ●

Take Our Children to Work Day



Jorge Enriquez, *right,* a cook in the MGH Eat Street Cafe, gets some help preparing food from his son, Jorge Jr., 14, who joined him for the hospital's celebration of Take Our Children to Work Day April 22. Jorge was one of nearly 100 youngsters who toured the busy kitchen area, learned about various occupations at an interactive career fair and received certificates for completing the day's activities.

Helen Doherty, RD, FMP

MGH head of Dietetics honored for food service

If you're looking for an award-winning dining experience in Boston, look no further.

Helen Doherty, RD, FMP, director of MGH Dietetics, was named "Restaurateur of the Year" by the Massachusetts Restaurant Association, the first time either a woman or an institution has earned the honor, according to Peter Christie, executive vice president of the Massachusetts Restaurant Association.

The award, presented to Doherty April 26 at Anthony's Pier 4, has previously gone to operators of such restaurants as Legal Seafoods, Hampshire House and The Pillar House.

The MGH was commended for taking the same care as a fine restaurant — making fresh food from top quality ingredients, preparing food to order with hospitality and professionalism and staying on top of current food trends. "That is quite an accomplishment for an institution this size," Christie says.

The MGH serves 886 patients and 13,000 nonpatients each day. Eat Street Cafe, in the Ellison basement, is noted for the variety and presentation of food, including dishes from many cultures.

Doherty's innovations also include the establishment of the Blossom Street Cafe, which offers protein-enriched foods for cancer patients; Tea Leaves and Coffee Beans in the WACC; Coffee Central in the Main Corridor; catering services; and nutrition counseling.

MGHer wins Young Investigator Award

Thomas Buck, MD, of the MGH Cardiac Unit, *third from left,* won first prize in the Young Investigator Award competition at the recent Scientific Sessions of the American College of Cardiology (ACC) in New Orleans. Buck won the award for his work in perfecting a breakthrough cardiac ultrasound technique for measuring valvular regurgitation. His supervisor, Robert Levine, MD, also of the Cardiac Unit, *second from right,* has served as mentor to other Young Investigator Award winners of the ACC and American Heart Association, including current and former MGHers, *from left,* Yutaka Otsuji, MD; Randall Grimes, MD; Dan Gilon, MD; and Noah Liel Cohen, MD *(front)*. This research was supported by MGH benefactor Bernard Adams.

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WHAT'S HAPPENING

Mass. General West open house
Mass. General West, a primary and specialty care practice in Waltham, will host a Family Health Day May 1, 9:30 am to 12:30 pm. Free and open to the public, the open house will feature safety tips from physicians, health screenings, refreshments and fun activities for children, including a special guest appearance by popular children's character Arthur the Aardvark. Mass. General West is located at 40 Second Ave. in Waltham, exit 27B off Route 128. For more information, call (781) 522-9000.

Amateur photo contest
The MGH Photography Department encourages all MGH and Partners-affiliated employees to submit photos for its second annual amateur photo contest. Contestants may submit up to two photographs, which should be unframed and no larger than 8 by 10 inches. Prizes will be awarded. Entry forms are available in the Photography Department, Bulfinch 045; the parking desks in the Main Lobby and the Fruit Street Garage; and the Police and Security Office, Clinics Basement. Entries need to be submitted to the Photography Department by May 20. For more information, call 6-2237.

Cancer survivors conference
The Network for Patients and Families, an MGH Cancer Center peer support program for people living with a diagnosis of cancer, will sponsor a cancer survivors conference called "Treatment and Beyond: Resources for Survivors," May 8, 8:30 am to 2:30 pm, in the O'Keeffe Auditorium. The conference will feature Gail Harris, journalist and creator of *Body & Soul*, a new 13-week series for PBS on holistic health and spirituality. Harris will moderate a panel of cancer survivors and MGH physicians. To register or receive information, call 4-1822.

Funding opportunity in women's health
The Harvard Medical School's Center of Excellence in Women's Health is accepting applications for grants funded by the new Harvard Medical School Fund for Women's Health. The fund provides one-year grants of up to $45,000 to help HMS faculty initiate new, collaborative, interinstitutional projects in basic and clinical research or education in women's health. HMS faculty who are staff at MGH, BWH or Beth Israel Deaconess Medical Center are eligible. A letter of intent and biographical sketch or curriculum vitae are due by June 15. To request an application or for more information, call Julie Rabinovitz at 732-5881 or send e-mail to *jrabinovitz@bics.bwh.harvard.edu*.

Running Club recruiting for Corporate Challenge
The MGH Running Club seeks employees who would like to participate in the Chase Corporate Challenge, a 3.5-mile run, June 29, 7 pm, starting at the Boston Common. To sign up, bring registration forms — available at the Central Lobby Information Desk — along with a $20 check made out to the MGH Running Club by May 6 to the office of Kate Ulbricht, Blake 1096. Registration includes a T-shirt (include size needed on check). For more information, contact Kate Ulbricht at *kulbricht@partners.org* or call 4-1939.

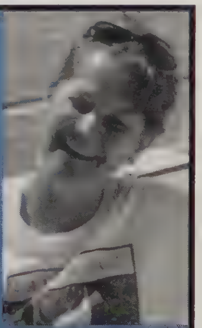
Genomics and medicine
"Genomics and Medicine: Bringing the Power of Genomics Technologies to Basic and Clinical Biomedical Research," a presentation about the collaboration between Partners HealthCare and Millennium Pharmaceuticals, will be held May 11, 4 to 5:30 pm, in the O'Keeffe Auditorium. To register, visit the Clinical Research Program's website, *www.crnet.mgh.harvard.edu*, or call 6-1669.

ABC's "Dr. Tim" to host Spaulding lecture
Tim Johnson, MD, of ABC News and WCVB-TV Channel 5, will moderate a physician panel discussion called "Perspectives in Complementary Medicine" May 10, 7 pm, at Spaulding. A reception will start at 6:30 pm. To attend, call 573-2758.

Warren Triennial Prize lecture
All are welcome to attend as Paul Zamecnik, MD, MGH Department of Medicine, gives the second of the Warren Triennial Prize lectures May 5, 4 to 5 pm, in the O'Keeffe Auditorium. His topic will be "From Protein Synthesis to Ogligonucleotide Therapeutics." Zamecnik is the co-recipient of the 1998 Warren Triennial Prize, the most prestigious award given by the MGH. Recognized for his contributions to the understanding of protein synthesis and genetic medicine, Zamecnik also received the award in 1944 and 1949. The other 1998 recipient, Christiane Nusslein-Volhard, PhD, of the Max-Planck-Institute in Tubingen, Germany, gave the first presentation at the MGH in March.

Memorial service for Diane Chontos, RN

A memorial service for Diane Chontos, RN, an oncology nurse who worked on Ellison 14, will be held May 14, at 2 pm, in the MGH Chapel. Chontos, 49, who died April 9, had been an employee at the MGH for 13 years.



MASSACHUSETTS GENERAL HOSPITAL

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May 10, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH•Chelsea puts focus on cultural sensitivity in patient care

When Ruthie Gomez recently made a home visit to see a young asthma patient, she was puzzled to see that the 5-year-old was not responding to the prescribed medication to relieve severe lung inflammation. Gomez was not surprised, however, to find that the little girl's mother instead was treating her daughter with a home remedy from her native El Salvador consisting of honey, lemon and onion. The concerned mother felt that her native custom made a better treatment than the prescribed medication.

From left, Zaida Adams, Ruthie Gomez and Janette Benitez of MGH•Chelsea, display Latino cures and remedies.

Gomez and other caregivers of the MGH•Chelsea HealthCare Center often encounter such customs and traditions in the culturally diverse community of Chelsea. To address issues that can arise when treating patients of different backgrounds, the health center staff conducted a year-long training program to help incorporate cultural sensitivity into patient care. The training was funded by a grant from the Kenneth B. Schwartz Center, a nonprofit organization dedicated to strengthening the relationship between caregivers and patients.

The population of Chelsea is largely made up of Latinos, Asians and African Americans. Over the last few years, many refugees and immigrants from places such as Bosnia, Somalia, Cambodia and Vietnam also have poured into the community.

Recognizing and understanding the specific differences in how patients from foreign countries view medical help can be a constant challenge to health care providers.

"Our goal is to always recognize, acknowledge and respect patient differences and to provide the best, most appropriate care possible," says Thomas Sterne, MD, medical director of MGH•Chelsea.

The training program featured seminars to help health center staff better understand various cultures and ethnic groups.

Three presenters from the Department of Public Health visited the health center to talk about recent Somali immigrants. Fadumo Hirsi, a Somali translator, shared some of the cultural and religious differences in her culture and gave examples of the language barrier that can complicate care. "When a Somali says, 'This leg is not mine,' which is the literal translation, what is meant is, 'There is a pain in my leg,' " says Hirsi.

Representatives from the International Institute of Boston shared with the health center staff

(Continued on Page 3)

Mass General West hosts open house

Jared, Matthew and Jacob Poirier snuggled up to popular children's character Arthur the Aardvark at Mass General West's Family Appreciation Day May 1. The Poirier boys, along with dad, Ron, joined hundreds of local residents and their families for the day-long event at the opening of the new facility. The event featured fun activities for children and free health and safety tips from Mass General West physicians.

The Massachusetts General Physicians Organization (MGPO) recently opened the new facility in Waltham to provide patients in the western suburbs access to MGH primary and specialty care physicians.

"The MGPO is tremendously pleased with the success of the open house," says Dan Ginsburg, MGPO president and chief operating officer. "The event provided a great opportunity to let families know they can obtain a full range of primary and specialty care services closer to home." For more information about Mass General West, call (781) 522-9000.

Donahoe named to the National Academy of Sciences

Patricia Donahoe, MD

Patricia Donahoe, MD, chief of MGH Pediatric Surgical Services and director of the Pediatric Surgical Research Laboratories, recently was elected to the National Academy of Sciences (NAS), a distinction that is considered one of the highest honors that can be presented to a US scientist.

The NAS is a private, nonprofit organization of scientists and engineers dedicated to the furtherance of science and technology. According to the charter granted to the NAS by Congress in 1863, the academy has a mandate to advise the federal government on scientific and technical matters. Members and foreign associates of the academy are elected in recognition of their distinguished and continuing achievements in original research.

Donahoe was recognized for her 25 years of research in developmental biology and reproduction. She and her colleagues purified and cloned Mullerian Inhibiting Substance (MIS), which directs the development of male reproductive organs in the fetus by causing regression of female-associated structures. MIS now is being developed as a treatment for gynecologic cancers. The research team recently has cloned the MIS receptors and are studying how they function in the cell.

Donahoe joins six other MGHers in membership to the academy: Jerome Gross, MD; Edward Harlow, PhD; Kurt Isselbacher, MD; Alexander Leaf, MD; Jack Szostak, PhD; and Paul Zamecnik, MD. ●

MGHers who are members of NAS's sister organization, the Institute of Medicine are:

Dennis Ausiello, MD
W. Gerald Austen, MD
Octo Barnett, MD
David Blumenthal, MD
Roman DeSanctis, MD
Patricia Donahoe, MD
Thomas Fitzpatrick, MD, PhD
Jerome Gross, MD
Walter Guralnick, DMD
Kurt Isselbacher, MD
Richard Kitz, MD
Alexander Leaf, MD
James J. Mongan, MD
John Potts, MD
David Sachs, MD
Anne Young, MD, PhD
Nicholas Zervas, MD

Helping make airport travel easier for international patients

Launching LAMPAP at a recent presentation held at Logan Airport's Harborside Hyatt Conference Center, James J. Mongan, MD, MGH president, far right, joined, from left, Alan Robbins, MD, New England Baptist Hospital's president; Alan Jacobson, MD, senior vice president for Strategic Business Initiatives, Joslin Diabetes Center; Deeb Salem, MD, chief medical officer and chairman of Medicine, New England Medical Center; and Peter Blute, executive director and CEO of Massport. The hospitals donated wheelchairs to be used by medical patients traveling through the airport.

Each year patients from around the globe travel to Boston for medical treatment at the city's world-renowned hospitals and medical centers. The MGH and Partners, along with other area hospitals, now are collaborating with Logan Airport to provide a new service to help make travel easier, more accommodating and hassle-free for patients traveling from abroad.

The Logan Airport Medical Patient Assistance Program (LAMPAP) is an initiative between Massport and Boston HealthCare International — a consortium of the international programs of local hospitals. The new program will offer a variety of services, such as providing ambassadors and interpreters to escort medical patients and their companions, expediting patients' passage through customs, overseeing prompt luggage check-in and reclamation and arranging ground transportation services.

"Having trained, multilingual airport ambassadors greet and assist patients will help to ease the confusion and stress of arrival and departure in a foreign country," says David Jones, executive director of the Partners International Program. "The launch of the airport assistance program is an important step in enhancing the experience of international patients coming to the MGH. We are very grateful to Peter Blute at Massport for helping make this program a reality."

In addition to the MGH, the Partners-affiliated institutions participating in LAMPAP are BWH, Dana-Farber/Partners CancerCare, McLean Hospital and Spaulding. Other medical centers include Joslin Diabetes Center, [illegible] Israel Deaconess Medical Center, New England Baptist Hospital, [illegible] Hospital, Massachusetts Eye and Ear Infirmary and New England Medical Center. For information, call the MGH International Patient Center at 6-2787.

Partners Town Meeting questions

Submit questions by May 13, to the MGH Public Affairs Office, 100 Charles River Plaza, sixth floor, or by fax to 6-7475.

Question #1

Question #2

Demystifying cancer

Last month more than 150 people visited the Museum of Science for a series of lectures and discussions — many led by MGH staff — that provided information about cancer and its effect on patients and their families. Co-sponsored by the MGH, the Whitehead Institute for Biomedical Research, the American Society of Law, Ethics and Medicine and the Museum of Science, the two-day symposium, entitled Demystifying Cancer, also highlighted information resources about cancer treatments and research. Using the Internet as a resource was an important focus for many of the attendees. Debbie Essig, MSW, of the MGH Cancer Resource Room, *left,* helps Marilyn Wolff of Brookline find some cancer-related web sites.

Partners town meeting at MGH

Samuel O. Thier, MD, president and CEO of Partners, will discuss a variety of topics related to Partners and will answer employee and staff questions at a Partners Town Meeting May 17, 10 to 11 am, in the O'Keeffe Auditorium. James J. Mongan, MD, president of the MGH, also will be on hand to answer questions.

All employees and staff are invited to attend. Questions may be posed at the Town Meeting or submitted in advance by sending the coupon, *left,* through in-house mail to MGH Public Affairs, 100 Charles River Plaza, sixth floor, or by fax to 6-7475.

— Improving cultural sensitivity at MGH•Chelsea

(Continued from Page 1)

some of the history of war-torn Bosnia and included details of the country's current conflict. Recent Bosnian immigrants have an increased risk of post-traumatic stress syndrome, to which health center clinicians now are particularly attuned to treating.

Probably the most popular of the presentations was one featuring some familiar faces. Focusing on the Latino culture, seven of the health center's support staff, who hail from such countries as Costa Rica, El Salvador, Puerto Rico and Columbia, shared some of the home remedies and folklore of their native lands.

The presenters described such Latino home remedies as boiling water, honey, lemon and onion to cure a cough; tomato slices and coffee grounds to treat burns; and a drop of breast milk in a child's ear to cure an ear infection.

"Some of our cures, potions, oils and and lotions may sound weird, but people from our countries hold them dear," says Gomez, who adds that sometimes the best solution in interacting with patients such as the El Salvadoran mother is to allow them to continue using their traditional cures as long as they are supplemented with modern medicine.

According to Jeannette McWilliams, administrative director of MGH•Chelsea, these training sessions sent an important message to health center staff. "Understanding a community goes beyond just understanding its language," she says. "It is about culture, beliefs, customs and traditions. Learning how other cultures are different helps us to be sensitive to those differences and relate to patients more compassionately." ●

WHAT'S HAPPENING

IHP commencement
All MGH and Partners-affiliated employees are invited to the MGH Institute of Health Professions (IHP) commencement May 15, 1 pm, on the grounds of McLean Hospital, Belmont. Lesley Stahl, CBS news correspondent and author, will address the graduates. No registration is necessary. For more information, call 6-4276.

Ascension Thursday
The MGH Chaplaincy will hold Roman Catholic Mass on Ascension Thursday May 13, 10:30 am, in the MGH Chapel. All are welcome. For information, call 6-2220.

Spaulding lecture
Spaulding Rehabilitation Hospital will host the Josiah Spaulding Lecture, an annual event named in honor of its founder, May 17, 6:30 pm, at the Royal Sonesta Hotel, Cambridge. The speaker will be Charles Clements, MD, MPH, winner of the 1997 Nobel Prize for Peace. A reception will begin at 5:30 pm. For reservations, call 573-7080.

Stroke Awareness lunch
MGHers are invited to the Stroke Awareness Awards Luncheon and a free lecture about stroke and disability presented by Walter Koroshetz, MD, of MGH Neurology, May 14, at the Boston Copley Marriott Hotel, 4th floor. Robert Ojemann, MD, of MGH Neurosurgery, will receive the C. Miller Fisher, MD, Award. The lecture will take place, 10:30 to 11:30 am, followed by the luncheon, noon to 1:30 pm. Tickets for the luncheon, which benefits the American Heart Association, cost $100 each. To register, call (800) 662-1701 ext. 3145 by May 11.

AMMP scholarships
The Association of Multicultural Members of Partners (AMMP) is accepting applications for 1999 scholarships, which offer MGH and Partners-affiliated minority employees awards of up to $1000 for continuing education. For more information, call 6-4276 or send e-mail to *mmbrewster@partners.org*.

Interventional cardiology course
The MGH, BWH and Beth Israel Deaconess Medical Center will present a course on interventional cardiology May 10 to 12 at the Fairmont Copley Plaza, Boston. Developments in interventional cardiology will be reviewed, and live case demonstrations will be televised. To register or for fee information, call 6-2256.

Bike to Work Week
MGH employees are encouraged to participate in Boston's Bike to Work Week, which includes the citywide Corporate Challenge, May 18. MGHers who cycle to work that day will receive a free continental breakfast, MGH T-shirt and a chance to win an ice cream party for the hospital. MGHers also will ride as a group to the Bike Festival May 21 at City Hall. To register, stop by the information booth May 13, 6:30 to 8:30 am, in the Main Corridor or call Commuter Services at 4-6588.

Spelling bee benefits literacy
Partners HealthCare is participating in the 10th annual Corporate Spelling Bee to benefit the Boston Adult Literacy Fund May 19, 5:30 pm, at the Federal Reserve Bank of Boston. MGHers interested in participating on the Partners team should call 278-1053.

Vincent Show
The Vincent Club will host its annual Vincent Show, a musical production benefiting the Vincent Memorial Hospital. This year's show, "20th Century Unlimited," will take place May 13, 14, and 15, 8 pm, at the Hasty Pudding Theater, Cambridge, with a matinee performance May 15, at 2 pm. The Vincent Award of Distinction for Outstanding Contributions in Women's Health Care will be given to W. Gerald Austen, MD, of the MGPO, at the May 15 evening performance. To purchase tickets, call the box office, 10 am to 2 pm, at 523-6587.

Schwartz caregiver awards
The Schwartz Center has created an award to honor caregivers who display extraordinary compassion in caring for patients. The Kenneth B. Schwartz Center Compassionate Caregiver of the Year Award will be accompanied by a $5,000 prize to be shared among its recipients. To request a nomination, send in-house mail to the Kenneth B. Schwartz Center, 100 CRP or call 4-6416.

Ladies Visiting Committee celebrates 130-year tradition

The MGH Ladies Visiting Committee (LVC) celebrated 130 years of service to the MGH by planting a flowering 25-foot Korean dogwood tree on the Bulfinch Lawn May 4.

"To commemorate the many years we've been a part of the MGH, we wanted to do something that would be enjoyed by the entire hospital community," says Lucy Burr, chairman of the LVC.

Originally created in 1869 to help female patients in the wards, the LVC continues to support and devote itself to patient-related care issues and programs at the MGH. Now with a membership of 72 volunteers, the LVC has a daily presence throughout the hospital, including in the Volunteer Department, the Chaplaincy, Social Services and the MGH General Store and Flower Shop.

MASSACHUSETTS
GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 4-6433 or
Emily Carr, associate editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

website: *www.mgh.harvard.edu*
(MGH News and Publications)

May 14, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Molecule may be key in pheromone processing

A research team at the MGH and Harvard University has identified a molecule that may be key to the process by which the chemical signals called pheromones are turned into nerve impulses travelling to the brain in rodents.

The discovery, which appears in the May 11 issue of *Proceedings of the National Academy of Science,* has two unusual aspects: the molecule is most similar to one that insects use to receive visual signals, and it is produced by a gene that is defective in humans.

"This finding doesn't mean that we all should throw out our expensive perfumes and colognes," says first author Emily Liman, PhD. "Instead it suggests that humans probably process pheromones through a different mechanism than most other mammals do." The research team also includes David Corey, PhD, of the MGH, and Catharine Dulac, PhD, of Harvard. All team members also are researchers with the Howard Hughes Medical Institute.

Many aspects of animal behavior — particularly those relating to courtship and mating — are known to be controlled by pheromones. Although they are detected by the nose, most pheromones are received by a different structure than that used for receiving odors. While pheromones are believed to play a role in the timing of women's menstrual cycles, any larger role in human physiology is poorly understood.

The molecule identified by the MGH/Harvard team, called TRP2, is an ion channel, which plays a key role in transforming chemical signals into nerve impulses. Found only in the structure where pheromones are detected, TRP2 is similar to a molecule fruit flies use to detect light. In humans, the TRP2 gene does not produce a functioning protein, supporting evidence that humans process pheromones through different structures than do rodents. ●

Nursing care celebrated at the MGH

Over the past week, the MGH has celebrated the many accomplishments of the hospital's nursing staff with a series of seminars and events focusing on this year's Nurse Recognition Week theme — MGH Nurses: Leaders and Legends. The seminars focused on such topics as end-of-life care, alternative approaches to healing and cultural competence in patient care. Highlights of the week included a nursing research day, a reception at the Museum of Science and the announcement of the Nurse Recognition Week photo contest winners.

"The dedication to providing the best possible care to our patients and families distinguishes the nurses at the MGH from nurses anywhere else," says Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse. "Because of their unique contributions, we are on a sound, steady course of excellence — a course that will propel us into the new millennium as leaders in nursing and patient care."

Below: Russell Demailly, CST, left, and Katy Zanetti, RN, were subjects of the winning photograph in the second annual Nurse Recognition Week photo contest. The photo was taken by Robin Lucas, RN, who captured her colleagues at work in the operating room. Second place honors went to Adrienne Sacco Maguire, RN, of the Neonatal Intensive Care Unit (NICU), for a photograph of an infant with staff nurse, Beth Place, RN, also of the NICU.

May 14, 1999

MGHHOTLINE

MGH neighbor dedicates new building

Inset above: Raoul L. Frevel, Sr., right, of the Shriners' Building and Equipment Committee, presents a symbolic key to the new hospital to Ronald Tompkins, MD, ScD, chief of staff at Shriners and chief of the MGH Burn and Trauma Services, center, and Robert Bories Jr., administrator at Shriners.

After seven years of construction, officials of the Shriners Burns Hospital marked the opening of its new nine-story building with a dedication ceremony May 1.

Beginning in 1992, and without interruption to patient care, the top five floors of the new hospital were constructed over the original hospital using techniques more common to bridge building than building construction. Then the original building was razed, the underground parking was excavated and the first four floors were erected underneath the upper structure.

The tunnel connecting Shriners to the MGH also will be completed and reopened later this month.

The Shriners Burns Hospital, located across from the MGH on Blossom St., is a 30-bed pediatric burns facility, research and teaching center and is one of 22 Shriners hospitals in North America. The physicians and scientists at Shriners also are on staff at the MGH.

Women in leadership at the MGH

In 1972, Jane Claflin, then a longtime member of the Ladies Visiting Committee, became one of the first female members of the MGH's Board of Trustees. At that time, the board looked like many other boards in the country; most of the members were businessmen, most of them working outside of the medical field. "As a member of the Ladies Visiting Committee for more than 25 years, I was well known by many of the board members," she says. "They knew of my work for and my love of the MGH, and they felt that I might be able to lend a different perspective to our shared vision for the hospital."

Today that same board boasts several women, including Judy Friend, who for many years was a member of the Board of Managers of the Vincent Memorial Hospital for Women. At a recent luncheon meeting, the two women shared their histories and views with a group of women managers as part of a series of forums entitled Women in Leadership.

Co-sponsored by MGH Administration, Human Resources and the Office for Women's Careers, the Women in Leadership program began last fall as a series of focus groups designed to give women managers a forum to voice their concerns about different issues that affect both their professional and personal lives. "We wanted to give these women a place to talk about the issues that concern them," says Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse. "There are so many different variations of issues affecting working women, including personal development and the balancing of work and personal time, that we thought these forums would be a terrific way for women to network with their peers."

Ives Erickson — along with vice presidents Ann Prestipino, Jane Holtz and Kate Walsh — brought their idea to Human Resources where it was well received. Human Resources staff members were invited to help coordinate the meetings, and Claflin and Friend were quickly brought on board to help shape the program.

During their discussions with the group, the two board members spoke enthusiastically about their relationships with the MGH and how their leadership roles have evolved over the years. "Women today are in a different place than either Mrs. Claflin or I were when we were young wives and mothers," said Friend. "Many of my generation stayed at home with their children and volunteered in their community. Today many women choo[illegible] to or have to work, and they are facing issues that [illegible] often more [illegible]plex than their mothers ever experienced."

Plans have been made to hold regular Women in Leadership forums as well as create task forces to address important topics including balancing family and work life, mentoring and networking opportunities and personal development. ●

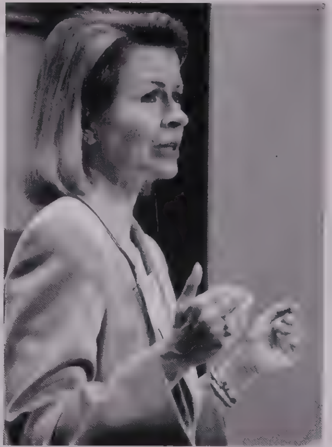
MGH women faculty honored

For the second year, the MGH Office for Women's Careers hosted a reception to honor women faculty for their accomplishments.

Senior leadership and staff gathered in the Trustees Room to congratulate and recognize these faculty for their achievements in 1998.

From left: Jane Claflin, co-chair of the Women in Academic Medicine committee and honorary trustee, congratulates Vijaya Ramesh, PhD, who was promoted to associate professor of Neurology and Vivian Sh[illegible]D, who was promoted to professor [illegible] Neurology and is a unit chief of Metabolic Disorders.

Life beyond cancer treatment



Gail Harris, *left,* television journalist and creator of *Body & Soul,* a new 13-week PBS series about holistic health and spirituality, moderated the third annual conference for cancer patients, survivors, their families, partners and friends May 8. Sponsored by the Network for Patients and Families of the MGH Cancer Center, the conference focused on enhancing the quality of life for cancer patients after their treatment.

Jeffrey Clark, MD, of the MGH Hematology/Oncology Unit and Herbert Benson, MD, director of the Mind/Body Medical Institute at Beth Israel Deaconess Medical Center, were guest speakers, and a panel of professionals and cancer survivors discussed the stages of survivorship, as well as factors and resources that can enhance the quality of life for cancer survivors. ●

Partners town meeting at the MGH

Samuel O. Thier, MD, president and CEO of Partners, will discuss a variety of topics related to Partners and will answer employee questions at a Partners Town Meeting May 17, 10 to 11 am, in the O'Keeffe Auditorium. James J. Mongan, MD, president of the MGH, also will be on hand to answer questions.

All employees and staff are invited to attend. Questions may be posed at the Town Meeting or submitted in advance by sending the coupon below through in-house mail to MGH Public Affairs, 100 Charles River Plaza, sixth floor, or by fax to 6-7475.

Partners Town Meeting questions

Submit questions to the MGH Public Affairs Office,
100 Charles River Plaza, sixth floor, or by fax to 6-7475.

Question #1 ______________________________

Question #2 ______________________________

WHAT'S HAPPENING

Child safety workshop
According to FBI statistics, by age 18, one in four girls and one in seven boys will have been molested at least once; one in 43 children will have been abducted. To educate parents about keeping their children safe, the Employee Assistance Program and the MGH Children's Center will host the nationally acclaimed training program Yellow Dyno Parent Workshop May 21, at noon, in the Larry Martin Conference Room, CNY Building 149. The workshop teaches parents the language and lessons to use to help children learn to recognize dangerous situations and act immediately. For more information, call 6-6976.

Selecting a childcare provider
In the next of its Work/Life Seminar Series, the Employee Assistance Program (EAP) will present "How to Select a Good Childcare Provider" May 20, noon to 1 pm, in the Larry Martin Conference Room, CNY Building 149. The program will discuss the pros and cons of various childcare arrangements and screening potential caregivers. For more information, call the EAP at 6-6976.

Schwartz Center Rounds
The next Kenneth B. Schwartz Center Rounds will take place May 21, noon to 1 pm, in the Walcott Conference Room. The topic of this month's rounds will be "The Complexities of Cancer, Pregnancy and Substance Abuse: A Case Review." Lunch will be served starting at 11:45 am. CME credits are available. To register, call 4-6862.

Amateur photo contest
The MGH Photography Department encourages all MGH and Partners-affiliated employees to submit photos for its second annual photo contest. Contestants may submit up to two photographs, which should be unframed and no larger than 8 by 10 inches. Prizes will be awarded. Entry forms are available in the Photography Department, Bulfinch Basement 045; the parking desks in the Main Lobby and the Fruit Street Garage; and the Police and Security Office, Clinics Basement 044. Entries need to be submitted by May 20. For more information, call 6-2237.

Affirmative action at HMS
A presentation entitled "Reaffirming the Affirmative: A Recommitment of 30 Years of Affirmative Action at Harvard Medical School (HMS)," will take place May 24, 3 to 5 pm, in the Building D Amphitheater, HMS, 220 Longwood Ave. A reception will follow in the Courtyard Cafe. For more information, call 432-1037 or e-mail *nancykaufman@hms.harvard.edu.*

Angel Fund run and walk
The MGH Angel Fund supporting Lou Gehrig's disease research will sponsor the Jimmy Kennedy Memorial Run for ALS, June 12, 10 am, beginning at the Quincy Veteran's Stadium. In addition to this 5-mile run, there will be a 2.5-mile fitness walk beginning at 9:30 am. Jimmy Kennedy was an athlete, coach, scholar and teacher, who died of ALS at age 31, seven years after his father died of the same disease. For information, call (781) 383-6008.

PeopleSoft training
PeopleSoft online requisition classes are being offered through Dec. 28, Tuesdays, 8:30 am to noon, in Founders room 643. All participants should have a working knowledge of Windows software. To sign up for training, call at 4-138.

Memorial service for John Penney, MD
A memorial service will be held for John B. "Jack" Penney Jr., MD, a neurologist at the MGH, May 22, 2 pm, at the First and Second Church, 60 Marlborough St. in Boston. Penney, a world-renowned researcher in Parkinson's and Huntington's diseases, died suddenly of a heart attack Jan. 31. Those who would like to contribute to the John B. Penney Jr., MD, Memorial Fund for Parkinson's Disease and Huntington's Disease, may send donations to the MGH Department of Neurology, VBK 915.

Pappas Fellow named by MGH Brain Tumor Center

Roberto Ciordia, MD, *left,* has been named the Stephen E. Pappas Fellow by the MGH Brain Tumor Center. The Pappas Fellowship provides a second year of advanced training in brain tumor research. The fellowship is funded by an annual gift from Catherine Pappas, *center,* in honor of her late husband, Stephen E. Pappas, who was treated at the MGH. Nicholas Avgeropoulos, MD, *right,* is the current Pappas Fellow, and Tracy Batchelor, MD, director of Neuromedical Oncology, *not shown,* is the fellowship director.

MASSACHUSETTS
GENERAL HOSPITAL

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by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

website: *www.mgh.harvard.edu*
(MGH News and Publications)

May 21, 1999

MGH**HOTLINE**

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Financial challenges discussed at Partners town meeting

At the Partners town meeting held May 17 in a packed O'Keeffe Auditorium, Samuel O. Thier, MD, president and CEO of Partners HealthCare, discussed national and local financial challenges that are affecting Partners and its affiliated institutions, focusing on cuts in Medicare as well as tougher demands from managed care companies.

"Even though we are still in better shape than most health care institutions, with a substantial gain in market share, it is crucial for us to look ahead and rethink how we perform for our system to succeed," said Thier. "The challenge is for our organizations to think more creatively and cooperate as a whole to utilize our total resources."

Thier noted that such "creative thinking" has already led to substantial collaborations and partnerships that have developed among Partners institutions. These collaborations have and will continue to contribute to the overall success of the system.

Samuel O. Thier, MD

Such collaborative achievements include: provider order entry extended to the MGH; telemedicine technology shared with BWH and Partners Community HealthCare, Inc. (PCHI); new outpatient clinical information systems; the establishment of the Women's Health Center of the North Shore and North Shore Cancer Center; the formation of BWH/Faulkner Hospitals, Inc.; the collaboration of Radiology departments among the MGH, BWH and PCHI; the integration of MGH and BWH Neurology departments; and a systemwide commitment to community benefits.

To address the challenges of the current health care environment, Thier noted that leadership at Partners is helping to coordinate a variety of efforts on a federal and state level. On the federal level, Partners is working with hospitals in Boston and across the country to ease the effects of the Balanced Budget Amendment (BBA) that

(Continued on Page 3)

Lending a paw or two

Equipped with a stethoscope and dressed in scrubs, "Dr, Nick" gave some special canine care to MGH patient Joseph Eveld, 14, during a visit to Ellison 18 last week.

The friendly long-haired guest belonged to Jennifer Arnold of Georgia who runs a nonprofit organization called Canine Assistants *(www.canineassistants.org)*, which trains service dogs to assist children and adults who have physical disabilities. The dogs have the ability to turn on lights, open doors, pull wheelchairs, retrieve dropped objects, summon help and, last but not least, provide companionship.

"Dr. Nick's" visit was initiated by Merylee Van Houten of the MGH Pediatrics Service and Mia MacCollin, MD, of Neurology, who presented recently at a Pediatric Grand Rounds about using assistance and therapy dogs in medical practice.

From left, Joseph Eveld and Jennifer Arnold with "Dr. Nick."

Task force unveils plans for Partnerswide genetics center

As researchers across the country seek to identify the 100,000 genes present on the double helix known as DNA (deoxyribonucleic acid), some 70 physicians and researchers spanning clinical and bench research throughout Partners are building the framework for a Comprehensive Center for Human Genetics.

The center, which is expected to roll out pilot studies as soon as 2001, is meant to support Partners' role as a world leader in the evolving medical practice of genetic medicine when the government-funded Human Genome Project is completed in 2003. To date, more than 30,000 genes have been mapped, and of those, there are about 10,000 for which the function is known.

"It is expected that discoveries from genomic research will revolutionize medicine," says Victor Dzau, MD, director of Research and chairman of Medicine at BWH, who has led the effort along with Edward Harlow, PhD, scientific director of the MGH Cancer Center and professor of Biological Chemistry and Molecular Pharmacology at Harvard Medical School. "Partners is in a unique position to lead the revolution because it has the far-reaching clinical practice and patient population to draw from, as well as a strong capacity to draw on researchers from various areas and target all diseases — common or rare."

Task force members leading workgroups:

Mark Fishman, MD, MGH
Robert Handin, MD, BWH
Katherine Sims, MD, MGH
James Gusella, PhD, MGH
Christine Seidman, MD, BWH
Scott Weiss, MD, BWH

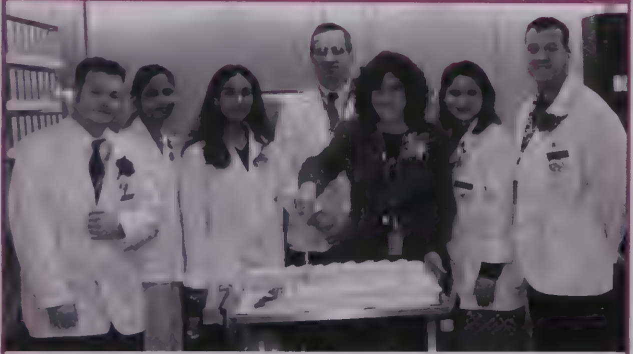
A Partners Genetics Task Force report, released last fall, identifies criteria for the center, along with work to be undertaken by five work groups that will establish the infrastructure and the boundaries of such a center.

Much work has already been accomplished in genetics by Partners researchers, including James Gusella, PhD, director of the MGH Neurogenetics Unit and Genomics Core Facility, who identified the gene for Huntington's and neurofibromatosis diseases, and BWH's Christine Seidman, MD, who mapped gene mutations in families affected by hypertrophic cardiomyopathy.

The center will span both the MGH and BWH campuses, and provide for all researchers and clinicians throughout the system to access materials, technology and databases needed to enhance their investigations and clinical practice. The comprehensive center will address professional and patient education, clinical practice and ethical issues.

The center will be introduced in five phases over five years, with planning and organization in the first year; a pilot phase including education programs, a referral service and disease-specific pilot studies in the second year; a launch phase, entailing the opening of the center in the third year; and ongoing research and program implementation in the fourth and fifth years. ●

MGH Outpatient Pharmacy celebrates anniversary



MGH Outpatient Pharmacy staff members celebrate the one-year anniversary of the program. From left, Derek Stack; Anjali Deshmukh, RPh; Kim Patel, RPh; John Sullivan, RPh; Lisa Franchi, RPh; Sejal Amin, RPh; and Rob D'Orlando, RPh.

The MGH Outpatient Pharmacy celebrates its one-year anniversary this month. Located on the first floor of the WACC building, the MGH Outpatient Pharmacy is a full-service pharmacy for MGH patients, employees and physicians. The pharmacy accepts most major prescription benefit plans and all major credit cards.

Hours of operation are Monday through Friday, 9 am to 5:30 pm, and Saturdays, Sundays and holidays, 9 am to 12:30 pm. A drop-off box, located between the pharmacy and the Main Lobby, is available for leaving prescriptions after hours. For more information about the Outpatient Pharmacy's services, call 4-3100.

Compassionate caregivers wanted for Kenneth B. Schwartz award

Nominations now are being accepted for the first annual Compassionate Caregiver of the Year Award, presented by the Kenneth B. Schwartz Center to honor caregivers who display extraordinary compassion in caring for patients.

Any professional caregiver who has direct contact with patients in any setting where patients receive care in Massachusetts is eligible for the award, which will be presented at the center's annual dinner in October, along with a $5,000 prize. A 21-member statewide selection committee — comprising of physicians, nurses, social workers, hospital chaplains, community health workers, patient advocates and consumers — will review the nominations and select the recipient(s).

Established in 1995 in memory of health care attorney and MGH patient Ken Schwartz, the Schwartz Center is dedicated to supporting and advancing compassionate health care and strengthening the relationship between patients and caregivers.

Requests for information and nomination forms can be sent [illegible]ail to the [illegible]artz Center at 100 Charles River Plaza, Suite 600; by fax at 6-7661 or by calling 4-6416. Nomina[illegible]s are due [illegible] 21.

— Town meeting

(Continued from Page 1)

lead to severe Medicare cuts. The impact of the BBA between 1997 and 2002 on the Partners system is estimated at approximately $340 million. Thier and colleagues are urging policymakers in Washington to look at current data and reconsider some of the provisions of the BBA.

> "THE CHALLENGE IS FOR OUR ORGANIZATIONS TO THINK MORE CREATIVELY AND COOPERATE AS A WHOLE TO UTILIZE OUR TOTAL RESOURCES."
>
> — SAMUEL O. THIER, MD

On the state level, Partners is backing legislation that would require insurers to make payments promptly and observe fair contracting practices. According to Thier, [illegible]s or denials of reimbursement for legitimate claims are causing a substantial financial drain on all hospitals. Thier also talked about the situation with Tufts Associated Health Plan, saying that Partners physicians have closed their panels to new Tufts patients in response to inadequate reimbursement.

The remainder of the town meeting focused on questions that employees and staff had submitted.

- In addressing a concern about the working relationship between the MGH Pediatrics Service and BWH's NICU, Thier noted that the two services are working to integrate more closely without breaking the already established relationship that BWH has with Children's Hospital. Efforts also are under way to intensify the marketing of the MGH Pediatrics Service.

- Responding to a question about dealing with wage discrepancies between Partners' union and nonunion hospitals, Thier stated that each hospital has a different culture and mission, and because of these differences, the question of wages must be addressed at an institutional level rather than systemwide.

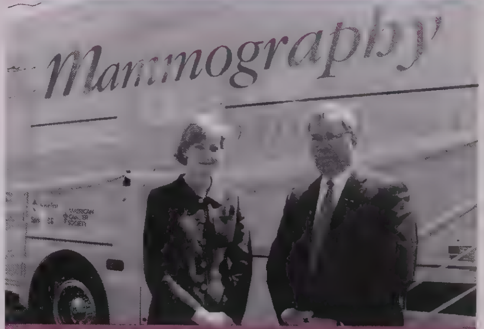
- James J. Mongan, MD, MGH president, addressing the hospital's current length of stay, said that it went up to 6.7 days last summer and last month was down to 5.67. "We don't know all of the factors behind the increase," Mongan said, "but everyone has been working hard to get it under control. Sustaining this lower length of stay is critical in moving forward in our budget planning."

- Mongan also addressed concerns about layoffs by saying that the hospital is taking steps to close what is projected to be a $40 million budget gap. If there is a reduction in positions, he said, he is hopeful that it can be limited to positions that are vacant or are expected to be vacated through attrition. Mongan added that the initial budget planning for FY'00 does include a wage increase program, but it is still too early to be able to promise such an increase.

Additional questions submitted for the Town Meeting will be addressed in future issues of *Hotline*. ●

MGHers urge women to have mammograms

Barbara Smith, MD, director of the Gillette Center for Women's Cancers at the MGH and Larry Ronan, MD, an MGH primary care physician, helped Boston Mayor Thomas Menino and Lt. Governor Jane Swift commemorate Mother's Day by urging women over 40 to have annual mammograms.



Barbara Smith, MD, and Boston Mayor Thomas Menino

Smith joined Mayor Menino May 10 in Mattapan as he unveiled a new, city-owned mammography van designed to reduce breast cancer deaths among women in Boston neighborhoods. Operated by Mobile Diagnostics Services with support from Dana-Farber/Partners CancerCare (DF/PCC) and the American Cancer Society, the van will offer convenient and accessible mammography to all women, regardless of their income or insurance status.

Ronan joined Swift and Sen. Steven Lynch (D-South Boston) at a public health event entitled "Mothers and Daughters, Caring for Each Other" at the South Boston Community Health Center. Free mobile mammography was provided all day by DF/PCC through a grant from Mellon Bank. In addition to mobile mammography, the MGH is providing pediatric cardiology and physiatry services at the South Boston Community Health Center.

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WHAT'S HAPPENING

MGPO quarterly staff meeting

The next Massachusetts General Physicians Organization (MGPO) quarterly staff meeting will be June 2, 5 to 6:30 pm, in the O'Keeffe Auditorium. Anne Dubitzky, MGH/MGPO vice president of Managed Care Contracting and Marketing, will present a discussion entitled "Showdown: Physicians and Payors Face Off." The meeting will include brief updates about length of stay, the hospital budget, Mass General West, Pentucket Practice discussions, the MGPO CEO search, MGPO elections, MGH physician board representatives and Partners. For more information, call 4-9080.

Schwartz Center's first young professionals event

The Schwartz Center Council, a young professionals organization benefiting the Kenneth B. Schwartz Center, will hold its first social event June 9, 6 to 10 pm (open bar 6 to 7:30 pm), at The Black Rhino, 21 Broad St., in Boston's Financial District. A well-known local reggae band "Hot Like Fire" will perform. The Schwartz Center — named in memory of MGH patient Ken Schwartz, a health care attorney who died of lung cancer at age 40 — is dedicated to promoting compassionate health care and strengthening the relationship between patients and caregivers. A nonprofit organization housed at the MGH, the Schwartz Center seeks to achieve its goals through education, training and support, advocacy and policy development and research. Tickets cost $20 and may be purchased at the door or in advance by calling Sara Sewall at 4-9443.

Physiologic investigation series

The Clinical Research Program (CRP) and the Mallinckrodt General Clinical Research Center will co-sponsor "Issues in Physiologic Investigation," a series of nine lectures focusing on specific principles, tools and methodologies for investigating physiologic questions. Although this course is designed for fellows and young investigators, it is advanced enough for all clinical investigators. The sessions take place July 6, 8, 12, 13, 15, 20, 22, 27 and 29, from 5 to 6 pm, in the Bigelow Amphitheater, White Building, fourth floor. For registration materials, visit the CRP website at *www.crnet.mgh.harvard.edu* or call 6-1669.

Coding program summer courses

Partners Corporate Training will host a summer course registration booth for its new Clinical/Medical Coding Certificate Program with Northeastern University, May 25, 3:30 to 6:30 pm, in the Central Lobby. Courses include Anatomy, Physiology and Pathophysiology. For more information, call 6-2230.

Blood pressure screening

In recognition of National High Blood Pressure Education Month, the MGPO will sponsor a blood pressure screening and education booth May 26, 6:30 am to 5:30 pm, in the Main Corridor. For more information, call 4-6336.

Recognizing affirmative action at HMS

The Harvard medical community is invited to the following programs focusing on affirmative action at Harvard Medical School (HMS): "Thirty Years Later: Affirmative Action at HMS," June 9, 4 to 6 pm (a wine reception will follow), and "Affirmative Action: What Physicians Can Contribute," June 10, 9 am to 3:30 pm. Both programs take place in the Cannon Room, Building C, HMS, 260 Longwood Ave. Speakers will include HMS faculty and alumni. For more information, call 432-1572.

AMMP seeks multicultural displays

The Association of Multicultural Members of Partners (AMMP) will hold its Diversity Day Celebration June 30. Employees interested in displaying items such as costumes, artifacts or photos representing various traditions and cultures, may call 4-3832 or e-mail *rsarafoudi@partners.org* by June 4.

Job Shadow Day at the MGH

Jonathan Chao, a seventh grader at the James P. Timilty Middle School, prepares a patient food tray in the kitchen during the third annual citywide Job Shadow Day. Chao was one of 30 Timilty students who shadowed MGHers in various departments, including Nursing, Patient Food Services, Pharmacy and the Blood Donation Center.

MASSACHUSETTS
GENERAL HOSPITAL

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Emily Carr, associate editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

website: *www.mgh.harvard.edu*
(MGH News and Publications)

May 28, 1999

MGH**HOTLINE**

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Less toxic bone marrow transplant technique may have more powerful anti-cancer effect

Thomas Spitzer, MD

Megan Sykes, MD

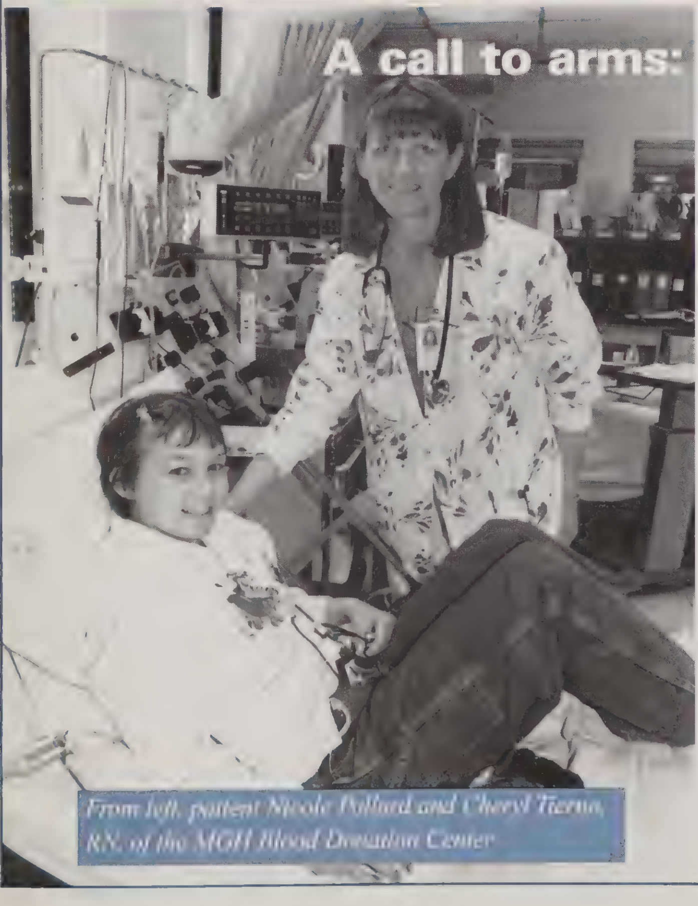
An MGH research team has shown that it is possible to transplant bone marrow from mismatched human donors without the usual pre-transplant destruction of the patient's own bone marrow. The scientists from the MGH Bone Marrow Transplant Program and the Transplantation Biology Research Center (TBRC) successfully induced a state of mixed chimerism — in which the immune systems from both donor and recipient are blended — in four patients with aggressive non-Hodgkins lymphomas that resisted other treatment methods. Two of those patients have achieved long-term remission without significant graft-versus-host disease, a dangerous complication of bone marrow transplantation. The report appears in the May 22 issue of *The Lancet.*

"This proof-of-principle study has shown that we can achieve a lasting combination of donor and recipient immune systems without the kind of toxic treatment usually used to wipe out the recipient's bone marrow," says Megan Sykes, MD, of the TBRC, the paper's lead author. "We are intrigued by the powerful anti-tumor effect observed in several patients."

Thomas Spitzer, MD, director of the Bone Marrow Transplant Program and principal investigator of the study described in the *Lancet* paper, adds: "While it's much too early to say whether this approach will benefit and be safe for all patients with advanced blood cell cancers, we're very encouraged by the results we've seen."

(Continued on Page 4)

A call to arms:



From left, patient Nicole Pollard and Cheryl Tierno, RN, of the MGH Blood Donation Center

Employee blood drive begins

Patients like 11-year-old Nicole Pollard are cared for by MGH physicians and nurses every day. Little do many of these patients know that other MGHers contribute to their care through employee donations to the MGH Blood Donation Center.

Unfortunately, blood donations made at the center from employees at the MGH and other businesses — as well as from patients, family members and other volunteers — recently have been at an all-time low. Decreased donations mean the center must purchase more blood from agencies such as the American Red Cross and the National Blood Exchange, where one unit of blood can cost up to $128. This cost is $80 more than that of collecting blood from volunteer donors at the hospital.

Recently, the need for whole blood and blood components has skyrocketed at the MGH, causing an increased demand on the hospital's blood supply. Particularly over the last year, with the increased acuity of patients, the center's services are more important than ever.

To help address the increased demand, the MGH Blood Donation Center is inaugurating an employee blood donation campaign to encourage more MGHers to assist the center in maintaining a safe and adequate supply of blood products for the hospital.

(Continued on Page 3)

MGHers bid a fond farewell

MGHers gathered to say goodbye to Sister Sheila Hammond, director of the MGH Chaplaincy, May 12 in the Trustees Room. Hammond is leaving her MGH post to join a five-person leadership team for the Religious of the Sacred Heart, the Roman Catholic order in which she has been a member for 25 years.

With an international membership of 6,000, the order has 600 members in the United States. Hammond will help guide the order in fulfilling its educational and social justice mission, facilitating ministry projects and fostering recruitment programs.

After spending five years at the MGH co-directing the Chaplaincy along with Rev. Mary Martha Thiel, Hammond says she finds it difficult to say goodbye. "It has been a wonderful experience here for me, and I've learned so much from patients, families and staff," says Hammond. "A piece of my heart is broken." ●

From left, Hammond says goodbye to Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, and Thiel.

MGH wins Boston's bike-to-work challenge

Escorted by the MGH Police and Security bike patrol, a pack of 30 MGHers rode to the city-wide bicycle festival May 21 at City Hall Plaza, where the hospital received the Bike-to-Work Corporate Challenge Award. Andrea D'Amato, commissioner of the Department of Transportation, presented the award to Dave Ryan and Cheryl Lyman of the MGH Police, Security and Parking Department. The award recognized the MGH for having the largest employee participation — 180 employees — in Bike-to-Work Day earlier that week. By winning the challenge, the riders earned a prize all MGHers will be able to enjoy — a free ice cream party for the entire hospital donated by Ben and Jerry's to be scheduled for this summer.

Above, members of the MGH Missing Links Cycling Team Stacy Dubit, RD, of Dietetics, and Sam Roberts, of the Volunteer Department, rode with other MGH bicyclists to the City Hall Plaza bike festival May 21.

Taking MGH's pain pulse

Recently the MGH had its pulse taken — its pain pulse — to measure simultaneously the pain level of all inpatients and assess pain management practices at the hospital.

During the test, clinical staff asked their patients questions about the pain they were feeling and how that pain had affected their ability to enjoy life in the past 24 hours. Patients rated these levels on a scale of 1 to 10, the former representing no pain and the latter representing the most severe pain imaginable.

"Test results show we are doing a pretty good job in monitoring pain," says Heather Young, RN, of Palliative Care and the Pain Service, who coordinated the assessment, "but we have areas where we need to make improvements."

Reporting on the pain that affected their ability to enjoy life in the past day, 42 percent of patients said they had experienced a pain level of 5 and above, and 22 percent said they had a pain level of 8 and above. According to Young, any rating above a 5 means a significant amount of pain, indicating a need for additional interventions and better pain management practices throughout the hospital.

The pain pulse assessment, which will be administered annually, is part of the MGH Cares About Pain Relief campaign, a 2 ½-year program recently initiated by the MGH Pain Service, Palliative Care and Patient Care Services to make pain relief a hospital-wide priority. The program will evaluate pain management practices, examine clinician knowledge and attitudes about pain relief, educate staff about managing pain and develop interventions to target areas in which knowledge may be deficient.

The information collected from this year's pain pulse will serve as a baseline for measuring improvements in pain levels as programs are implemented. Educational discussions about basic pain management and pharmacology have already begun on the pilot floors, White 10, Ellison 12 and 7.

MGH
CARES ABOUT PAIN
RELIEF
ASSESSMENT
PREVENTION
EDUCATION

"The pain pulse helped raise some real awareness among clinicians about the importance of assessing pain," says Young.

The MGH Cares about Pain Relief campaign is supported by the Mayday Foundation, a global organization dedicated to pain management. The campaign aims to establish guidelines that may be used at the MGH as well as applied at other medical centers.

— Blood drive

(Continued from Page 1)

"Since 1991, blood components transfused at the MGH have increased from 55,796 to 75,677 units annually," says Richard Carson, director of the MGH Blood Donation Center, "but at the same time, our donor population has decreased. Now more than ever, we need to rely on our best resource — our own employees."

The campaign will include educational posters and articles in internal publications, as well as raffle prizes and incentive gifts for employee donors. MGH-sponsored clubs — such as the Running Club, Missing Links and the Bowling Team — already have squared off in a friendly competition to get the most donors during the month of May.

Located on the first floor of the Gray/Jackson Building, the center is open Monday through Thursday, 8:30 am to 6:30 pm and Fridays, 8:30 am to 4:30 pm. For more information about blood donation or to schedule an appointment, call 6-8177. ●

Facts about blood donation:

- The entire blood donation process takes approximately 45 minutes.
- Because a unit of donated blood is divided into component parts, one unit can help as many as three patients.
- Donated blood goes through a series of tests, and donors are notified of any irregularities.
- Requirements for blood donation include: general good health; at least 18 years of age; weight of at least 100 pounds; no dental work within 24 hours; no body piercing, tattooing, acupuncture or electrolysis within the past year; and other health guidelines.
- MGH policy allows employees one hour during their work day to donate blood.

— *Bone marrow*

(Continued from Page 1)

Mixed chimerism — a balanced state in which elements from both the donor and recipient immune systems successfully coexist — was originally achieved in animal studies in the laboratory of David Sachs, MD, director of the MGH's TBRC. Sykes developed the concept of applying the mixed chimerism work to treatment-resistant lymphomas. Her team collaborated with Spitzer's bone marrow transplant group to develop a strategy for replicating this response in human recipients of mismatched bone marrow transplants who received a milder course of pretransplant chemotherapy, combined with monoclonal antibodies against T cells, the specific type of lymphocyte involved in rejecting transplanted tissues.

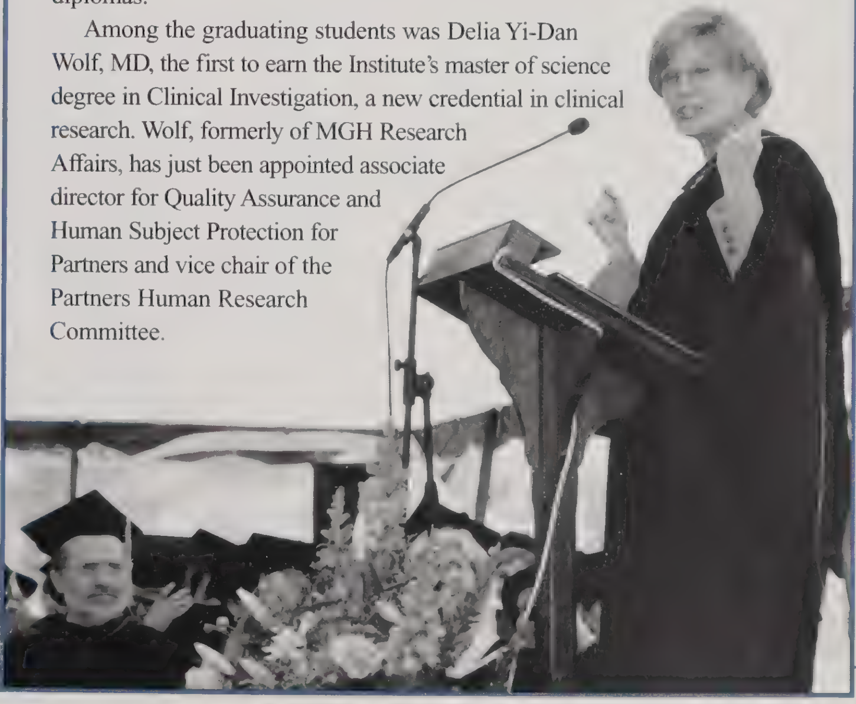
Along with Sachs, co-authors of the report are Frederic Preffer, PhD; Steven McAfee, MD; Susan Saidman, PhD; Dina Weymouth; David Andrews, MD; Christine Colby, PharmD; and Robert Sackstein, MD. ●

Stahl speaks at commencement for Institute of Health Professions

Lesley Stahl, CBS news correspondent, addressed 120 graduates of the MGH Institute of Health Professions at their commencement ceremony May 15. As one of the first women to succeed in television news, she told graduates of "paying her dues" as a young reporter more than 20 years ago. "Take baby steps into your future," she advised them. "Accept the unpleasantness that may go with it, and build on the experience and strength it gives you."

Presiding at the ceremony was Ann Caldwell, interim president of the Institute. James J. Mongan, MD, president of the MGH, also spoke, and Matina Horner, PhD, chair of the Institute's Board of Trustees, awarded the diplomas.

Among the graduating students was Delia Yi-Dan Wolf, MD, the first to earn the Institute's master of science degree in Clinical Investigation, a new credential in clinical research. Wolf, formerly of MGH Research Affairs, has just been appointed associate director for Quality Assurance and Human Subject Protection for Partners and vice chair of the Partners Human Research Committee.



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WHAT'S HAPPENING

MGH•Revere HealthCare Center health fair and run

MGH•Revere HealthCare Center will sponsor its annual family run and health fair June 5, at 300 Ocean Ave., Revere Beach. The five-mile run starts at 8:30 am, with registration beginning at 7:15 am. In addition, a 1 kilometer run for kids age 12 and under will start at 10 am. The health fair, from 10 am to 2 pm, will include a range of family activities from health screenings to safety demonstrations by the Revere Police and Fire departments, to refreshments and face painting. For information, call (781) 485-6000.

Parenting workshop about multicultural issues

The Employee Assistance Program (EAP) and the MGH Children's Center will host a workshop entitled "Raising Children in a Multicultural World" June 2, at noon, in the Trustees Room, Bulfinch Building, second floor. A parenting specialist will discuss strategies for preparing children to live in a multicultural world. For more information, call the EAP at 6-6976.

MGPO quarterly staff meeting

The next Massachusetts General Physicians Organization (MGPO) quarterly staff meeting will be June 2, 5 to 6:30 pm, in the O'Keeffe Auditorium. Anne Dubitzky, MGH/MGPO vice president of Managed Care Contracting and Marketing, will present a discussion entitled "Showdown: Physicians and Payors Face Off." The meeting will include brief updates about length of stay, the hospital budget, Mass General West, the MGPO CEO search, MGPO elections, MGH physician board representatives and Partners. For more information, call 4-9080.

Ethics in Clinical Research

The Clinical Research Program (CRP) will host the third of its Ethics in Clinical Research seminar series June 10, 11:45 am to 1 pm, in the Wellman Conference Room. The topic of the seminar is "Conflict of Interest in Clinical Research." Christopher Clark, of the Partners Office of the General Counsel, will discuss the financial conflict of interest policies as they affect investigators and coordinators. The lecture qualifies for 1.2 CEU credits for registered nurses. Lunch will be served. To register, call 6-1669 by June 7.

Cardiology update for PCHI physicians

To help address the continuing medical education needs of its affiliated physicians, Partners will present "Cardiology Update for Physicians of Partners Community HealthCare, Inc." The program will be offered twice: June 17, 5:30 to 9 pm, in the dining room and Shipley Auditorium, second floor at Newton-Wellesley Hospital; and June 19, 9 am to1 pm, in the Davenport Conference Room at the North Shore Medical Center/Salem Hospital. Speakers and panelists include cardiologists from various Partners affiliates. All are welcome to attend, and registration is not necessary. For more information, send e-mail to *gbommarito@partners.org* or call 278-1058.

Angel Fund fashion show

Saks Fifth Avenue will host a cocktail party featuring the Bill Blass Fall 1999 Collection to benefit the Angel Fund at the MGH, which supports Lou Gerhig's Disease (ALS) research. The event will be held June 23, 6 to 8 pm, Saks Fifth Avenue, upper level, Prudential Center, Boston. Tickets for the event cost $75. To purchase tickets, call (781) 279-1422.

Opioid therapy for cancer patients

Guest speaker Richard Payne, MD, director of Pain and Symptom Management, Memorial Sloan-Kettering Cancer Center, will present "Recent Advances in Opioid Therapy for Cancer Patients" June 10, 3 pm, in the O'Keeffe Auditorium. All are welcome to attend.

Outpatient Registration relocates

The Outpatient Registration area, currently located in the Wang Ambulatory Care Center (WACC) Lobby, will relocate to the WACC's first floor June 4. All patients should be directed to this new site, which is located next to the Outpatient Pharmacy. The hours of operation will be Monday through Friday, 7:30 am to 5:30 pm.

The new location will be renamed Monte and Rita Goldman Patient Registration and Financial Services. This site will be staffed by registrar staff as well as four patient financial services counselors who can help patients needing financial assistance.

These counselors can evaluate uninsured and underinsured patients for their eligibility for enrollment in free or low-cost health insurance plans such as MassHealth, free care and the Children's Medical Security Plan. Staff members also will assist patients with the application process.

Patient Financial Services counselors will continue to be available for assistance in the WACC Lobby office as well.

For more information, call 4-5836 or 6-2030.

MASSACHUSETTS
GENERAL HOSPITAL

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June 4, 1999

MGH**HOTLINE**

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

*From M*A*S*H to the MGH — actor Alan Alda interviews researchers*

It may not have been "meatball surgery" on the television series M*A*S*H, but actor Alan Alda seemed to be just as comfortable in the medical surroundings of the MGH during a recent visit. Last week, Alda and a production crew came to tape a show for the Public Broadcasting System (PBS) series "Scientific American Frontiers."

The research labs and patient floors were a distant reminder of Alda's stint as a wartime surgeon in the popular 70s TV show. Several MGH observers — and devoted fans — had flashbacks of the irrepressible character, "Hawkeye" Pierce, when Alda donned a lab coat to conduct interviews with researchers.

(Continued on Page 2)

Joseph Vacanti, MD, left, with Alda

ADVANCES

New technique induces growth across spinal cord injury

Using a totally new approach, MGH researchers have for the first time induced the growth of severed adult mammalian spinal cord fibers across the site of the injury. The animal study appearing in the May issue of *Neuron* is the first to report repairing such an injury without the use of implanted cells or tissues to bridge the severed fibers.

> **"THE QUESTION IS NO LONGER WHETHER SPINAL CORD REGENERATION IS POSSIBLE BUT HOW IT WILL BE ACHIEVED."**
>
> **— CLIFFORD WOOLF, MD, PHD**

"We have actually tricked nerve cells into growing beyond the area of a spinal cord injury by switching them into an actively growing state," says Clifford Woolf, MD, PhD, of the Neural Plasticity Research Group in the MGH Department of Anesthesia and Critical Care, who led the study. "The question is no longer whether spinal cord regeneration is possible but how it will be achieved."

Although severed nerve fibers in the adult spinal cord do not regenerate, damaged peripheral nerves (those in the extremities) can heal themselves. Most researchers thought the difference must lie in the environments surrounding the nerves, and previous studies have focused on surmounting these environmental differences. The study, by Woolf and his colleague Simona Neumann, PhD, examined whether molecular signals inducing nerve cells to grow might be activated by peripheral nerve injury but not by spinal cord injury. Their experiment showed that damaging the peripheral branch of the sciatic nerve in rats at the same time

(Continued on Page 3)

MGH to test new cancer drug

Cancer patients from the MGH, BWH and Dana-Farber Cancer Institute will be among the first to take endostatin, a protein discovered in the lab of Judah Folkman, MD, of Children's Hospital, shown to shrink tumors in animal trials.

This phase one trial, sponsored by the National Cancer Institute, will start sometime in the fall. The trial will test only for toxicity, side effects and therapeutic dosage levels in volunteers referred by specialists from the three hospitals. Participants in the trial must have solid tumors, including lymphoma. The Maryland biotechnology company EntreMed, which manufactures the drug under license from Children's Hospital, will produce the protein for the Dana-Farber/Partners CancerCare trial.

Folkman's team has shown that endostatin and angiostatin — another inhibitor of the development of new blood vessels required to nourish tumors — can eradicate some tumors in mice. The drugs are among 20 other angiogenesis inhibitors, most of which only delay tumor growth, currently undergoing clinical trials in the United States.

DANA-FARBER/PARTNERS
CANCERCARE

Memorial gift to MGH Thoracic Surgical Unit

The MGH Thoracic Surgical Unit on Ellison 19 recently received a generous gift of state-of-the-art monitoring equipment from Protocol Systems, Inc., a company that manufactures EKG monitoring systems. The gift was made in honor of Stephanie Macaluso, RN, a longtime MGH nurse who died in July 1998.

In 1991, Macaluso and a group of MGHers from Nursing and Biomedical Engineering helped forge a collaboration with Protocol Systems to help improve their monitoring equipment. Macaluso eventually flew to the company's home office in Oregon to assist in the design and development of the Acuity System and later implemented the first version of the system at the MGH.

"Stephanie knew everything there was to know about that system, and she educated our staff on how to use it," says Ruth Dempsey, RN, nurse manager for Ellison 19. "She created an environment in which technology was accepted and embraced as an important tool in helping to provide the best in patient care."

From left, Jim Welch and Nhedti Colquitt of Protocol Systems, Inc., Nathaniel Sims, MD, of Anesthesia, Penny Ford-Carleton, RN, associate director of Research Administratio and Ruth Dempsey, RN, of Ellison stand in front of a model depicting the new monitoring system dedicated to Stephanie Macaluso, RN.

*— From M*A*S*H to the MGH*

(Continued from Page 1)

The three-day taping was for an upcoming show focusing on the process of aging and how it affects the body and mind.

Alda interviewed Marilyn Albert, PhD, of Psychiatry, about her studies of normal aging and its effects on the brain. During the course of his visit, Alda had a functional MRI scan and reviewed the resulting images of his brain with Albert. They discussed factors that help people keep a more "youthful" brain, such as physical exercise, mental activity and a positive attitude.

Joseph Vacanti, MD, of the Department of Pediatric Surgery and the Center for Innovative Minimally Invasive Therapy (CIMIT), discussed with Alda the recent progress his research team has made in tissue engineering and transplantation and how this field may help slow down the aging process. Stephen Oesterle, MD, of the Cardiology Division, also spoke with Alda about using tissue engineering principles to rejuvenate failing hearts.

"When we were approached about participating in this show, I learned that not only is the program aired on PBS, but it also is given to schools throughout the country where it is viewed by 12 million students," says Vacanti. "The idea of the show is to excite children about science, and we thought that was an important goal for us to help achieve."

"Scientific American Frontiers" explores a variety of topics, revealing how scientists [illegible] questions, make observations and evaluate evidence to better understand the world. The show also is a teaching and learning resource used by thousands of educators and millions of students in schools across North America. ●

MGH Clinical Pastoral Education program — first of its kind in the nation

Many medical milestones have been reached at the MGH — from the first demonstration of ether used for surgery to the first X-ray used in the United States. Now the MGH is home to a different kind of milestone: the first Clinical Pastoral Education program tailored specifically to help health care professionals incorporate spirituality into their clinical care.

Pioneered by Rev. Mary Martha Thiel and Sister Sheila Hammond, directors of the MGH Chaplaincy, the program trains caregivers — including physicians, nurses, therapists and social workers — to approach patients about their spiritual beliefs in a nonjudgmental, compassionate way.

"The students in this program have the ability to express their own spiritual journey and the desire to incorporate their spirituality into the service of other people," says Hammond. "Our students are taught to treat all aspects of a patient's care — not just the physical, but the emotional and spiritual as well."

During the five months of training, students are taught the various ways patients discuss their spiritual [illegible] religious beliefs and appropriate ways to respond to their questions and concerns. The program incorporates clinical work through the practice of the students' own disciplines and/or through chaplain internships. Students also are required to attend weekly program seminars and submit written work about their experiences.

"Here at the MGH and all over the country, people are looking toward holistic ways of healing in addition to conventional medicine," says Thiel. "Spiritual beliefs can be a powerful tool in the healing process."

The program recently was featured on ABC's "20/20," where medical correspondent and ordained minister Timothy Johnson, MD, chronicled the experiences of three of the program's students from the fall semester. Since the show aired, Thiel and Hammond have received hundreds of calls from hospitals across the country that want to replicate the program and individuals who want to enroll.

Six fellowships are available for the January-May 2000 training session. Four of the fellowships are sponsored by the Kenneth B. Schwartz Center and are open to direct caregivers of any discipline at any institution. Two fellowships are sponsored by the MGH Department of Nursing to be given to MGH nurses.

For more information about the program or to apply for its upcoming session, call Rev. Mary Martha Thiel in the Chaplaincy at 6-2220. ●

The Clinical Pastoral Education Program's May 1999 graduating class poses with Chaplaincy co-directors Sister Sheila Hammond, back left, and Rev. Mary Martha Thiel, back right, after their recent graduation ceremony. Back row, from left: Joanne Nowak, MD; Julie Basque, RN; Lise Klein Kirsis; and Leslie Tannenwald. Front row, from left, Therese Holbrook, RN; Elizabeth Catlin, MD; Susan Warchal, RN; and Esther O'Dette, RN.

— Spinal cord injuries

(Continued from Page 3)

as the animal's spinal cord was damaged caused nerve fibers to sprout and grow around [illegible] directly into the area of the spinal cord [illegible]. When the peripheral branch was damaged a week before the spinal cord injury, fibers grew either completely through or around the injured area and extended into the upper portion of the spinal cord.

"The problem was not that the adult central nervous system is hostile territory for growth, as previously thought," Woolf says. "The problem is getting the injured cells to grow. Now we need to identify the signals that induce this growth and find ways to turn those signals on without the peripheral nerve injury. That may allow us to finally achieve what was once seen as an unreachable goal: reconnection of a severed spinal cord." ●

WHAT'S HAPPENING

Bake sale

MGHers can pick up some goodies at a bake sale benefiting patients of MGH Pediatric Hematology/Oncology June 8, beginning at 9:30 am, outside the MGH General Store. The departments of Pediatric Hematology/Oncology and Vascular Surgery are sponsoring the event. For information, call 4-3315.

Brain aneurysm awareness

A brain aneurysm awareness program sponsored by the Brain Aneurysm Foundation will be held June 10, 6 to 9 pm, under the Bulfinch Tent. Christopher Ogilvy, MD, director of Cerebrovascular Surgery at the MGH, will present a discussion entitled "Unruptured Aneurysms: Pending Disaster or Stable Condition?" Charles Austin, WBZ-TV news reporter, will give a presentation about the patient's perspective. Registration is required. To sign up, call 723-3870.

Teaching children values

The Employee Assistance Program (EAP) and the MGH Children's Center will present the last of a lunchtime series about parenting. The next seminar "Teaching Children Tolerance and Respect" will be held June 10, at noon, in the Lawrence Martin Conference Room, CNY Building 149. The presentation will include a discussion for parents about how to teach children the values they need to cope in a fast-paced, complex world. For more information, call the EAP at 6-6976.

Angel Fund run and walk

The Angel Fund, which supports Lou Gehrig's disease research at the MGH, will sponsor the Jimmy Kennedy Memorial Run for ALS, June 12, starting at 10 am, at the Quincy Veteran's Stadium. In addition to this 5-mile run, a 2.5-mile fitness walk will begin at 9:30 am. Jimmy Kennedy was an athlete, coach, scholar and teacher who died of ALS at age 31, seven years after his father died of the same disease. For information, call (781) 383-6008.

Cancer patient support

The MGH Cancer Center Patient and Family Support Program will offer the following programs for patients, families and staff next week in the Cancer Resource Room on Cox 1: "Managing Lymphadema (Arm and Leg Swelling) Through Exercise," June 9, noon to 1 pm, and "Preventing Cancer Through Diet. What are the Current Recommendations?" June 10, 1 to 2 pm. All seminars are free, and no registration is required. For information, call 4-1822.

MASSACHUSETTS
GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

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Emily Carr, associate editor, at 4-5627;
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by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

website: *www.mgh.harvard.edu*
(MGH News and Publications)

A new baby and a wedding

Joanne Pantaliere and Derek Cipriano were looking forward to getting married in the near future. When their little girl Isabella was born May 27 at the MGH, however, they were so overjoyed with her arrival they decided to marry the next day on Ellison 13 and include their tiny new family member in the ceremony. Staff members from the floor, who donated the wedding cake and decorations, attended the ceremony, which was led by Rev. Ana R. Higbee-Barzola of the MGH Chaplaincy. "A good time was had by all," said Leslie Payne, a patient care information assistant on Ellison 13, "even the baby."

From left, Payne, Higbee-Barzola, Joanne Pantaliere, Derek Cipriano with baby Isabella and Kristen Nestor, RN, Ellison 13.

Patcom system to be updated

Patient Access Services (Admitting and Outpatient Services) Information Systems, Health Information Management and Patient Accounts have been working together to replace the current patient admitting, coding and billing system — Patcom — with a new year 2000 (Y2K) compliant version. The conversion will take place from Friday evening June 11 to Sunday morning June 13. During this time, the system will be unavailable to the many employees who use it throughout the hospital — including those on patient care units and those in Dietetics, the Pharmacy, Communications and Case Management. Patient lists accessed through PCIS also will not be available to physicians.

Although the more than 1,700 Patcom users will notice only minimal functional changes once the conversion is complete, the new Y2K version, PatcomPlus, will provide faster processing time and delivery for the hundreds of operational and management reports produced each day.

Patcom Working Group representatives already have contacted the systems' primary user groups to provide updated information about the new login process and other functional changes. Those using Patcom who have not been contacted, may e-mail Gerald Van Nostrand of Information Systems at *gvannostrand@partners.org* or call Judy Kirim of Patient Access Services at 4-5837 or page her at 35498.

June 11, 1999

MGH**HOTLINE**

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Volunteer Recognition Day Award ceremony keeps crowd cool

Despite the day's record-breaking heat, employees, leadership and trustees, families and friends stayed cool beneath the Bulfinch Tent as they applauded some of the hospital's most vital members — its volunteers — at the annual MGH Volunteer Recognition Day Award ceremony June 7.

Rowell, center, congratulates special award winners Swaim, left, and Newell on Volunteer Recognition Day June 7.

"There are no words to describe what you do," said Patricia Rowell, director of the Volunteer Department and Interpreter Services, as she praised the more than 1,500 men and women ranging in age from 15 to 98 who volunteer at the hospital.

Special awards included the Jessie Harding Award for outstanding volunteers, which went to Jean Swaim and Dorothy Martin. The Trustees' Award for an employee's or a department's outstanding support of the MGH volunteer program was given to Judy Newell, RN, MSN, nurse manager of Gynecology/Oncology and Pediatrics.

Swaim and Martin, both members of the MGH Ladies Visiting Committee, were honored for their work creating and assembling language books to help nurses and other clinical staff communicate with non-English-speaking patients. The series of booklets, entitled *Point to Talk,* is available in 16 languages — from Creole to German to Spanish. The Volunteer Department has been receiving requests for copies from local, regional and national medical centers.

Newell was honored for her role in advocating for the volunteers and their programs. She also has served for 12 years as a mentor in the Volunteer Department's Career Exploration Program, which gives students from Boston high schools the opportunity to visit the MGH to learn about hospital careers.

"Judy has treated volunteers with respect and with importance," says Rowell. "She has been a teacher and a good listener as well as a good learner. She has shown us how to interact with patients and families and how to put the needs of others at the top of our list."

Helping Rowell present the awards were James J. Mongan, MD, president of the MGH, Michael Jellinek, MD, senior vice president for Administration, and Judy Friend, MGH trustee.

"The work that each of you does is incredibly important," said Mongan, "not just in terms of dollars and cents, but in terms of the extras you provide in compassion and charity. You are everywhere throughout the hospital, providing a helpful ear and hand to our patients. All of us greatly appreciate your many contributions." ●

Healthy fun under the sun

Melanie Pearsall, RD, of the MGH•Revere HealthCare Center, *right,* gives a body fat test to Revere resident Lisa Maga who visited the health center's annual health fair June 5. This year's fair included a range of family activities from health screenings to safety demonstrations to refreshments and fun activities for kids. Revere residents also participated in the health center's 5-mile run for adults and 1- kilometer run for kids.

MGHers reveal their artistic side

It took 24 rolls of film before Nikki Zapol of MGH Corporate Sponsored Licensing finally took the picture, "Friends by the Lake, Hang Zhou, China" *(shown above)*. She recalls having captured the two young children as "a real moment of luck."

Zapol was one of four first-place winners in the MGH Photography Department's second annual amateur photo contest. The other first-place photographers winning in the categories — people, pets, landscape and miscellaneous — were David Piazza, RT of MGH Radiology; Ruth Sieck of the Partners International Office and Debra Clark, HT, ASCT, of MGH Pathology.

The winners were announced at the photo fair June 3, where more than 200 photographs were exhibited. The first-, second- and third-place photographs will be displayed throughout the hospital at the end of June. For more information, call the Photography Department at 6-2237.

ADVANCES

Interferon treatment shrinks child's tumor

Researchers from the MGH and Children's Hospital recently reported the successful treatment of a child with a recurrent jaw tumor using the anti-angiogenic drug interferon alfa-2a. The article in the June issue of *Pediatrics* describes the first such treatment of a bone tumor, called a giant cell lesion, using the concept of anti-angiogenesis, blocking the growth of new blood vessels. This strategy of treating tumors was developed in the laboratory of Judah Folkman, MD, of Children's Hospital, senior author of the paper.

The girl was first seen in 1994 at the age of 5 for a large, painful growth on her left jaw by Leonard Kaban, MD, DMD, chief of Oral and Maxillofacial Surgery at the MGH and lead author of the *Pediatrics* paper. He remove the growth — a blood-filled cyst within her jawbone — twice, but the tumor recurred within months. Recognizing that the tumor behaved very much like the blood vessel tumors called hemangiomas, Kaban consult Folkman's team at Children's, which previous had found that yearlong treatment with interferon alfa caused hemangiomas to disappear Based on that similarity, and the fact that the girl was found to have abnormally high level of bFGF, a substance known to stimulate blood vessel growth, the physicians started the child on interferon alfa treatment.

The tumor began to shrink within weeks and had disappeared when treatment ended a

A neighborly gift to the Gillette Center

Through the Lynn General Electric (GE) Employees' Good Neighbor Fund, employees of the GE branch in Lynn, Mass., truly have been good neighbors to the Gillette Center for Women's Cancers at the MGH. The fund recently made a $2,500 donation, which will be used to purchase a recliner chair, a television and television stand for the Cancer Resource Room on Cox 1. The gift will help the MGH provide a more comfortable space for patients and families and allow a broader range of patients the opportunity to take advantage of the Resource Room facilities.

Staff from the MGH Gillette Center for Women's Cancers includes, from left, Barbara Smith, MD, PhD, co-director; Jerry Younger, MD; Simon Powell, MD, clinical director; and, third from right Gwendolyn Mitchell, LPN, MEd, program nurse. The MGHers accept a gift from GE Employees Good Neighbor Fund staff members Bill Hrubes, center, and Frank Palladino and Kathy Hudson, far right.

ear later. There has been no recurrence in the ree years since therapy was completed. In ddition, the child's left jaw, most of which ad been removed, completely regenerated, omething that is rare but not unknown in hildren who have had bone tissue removed. Vhile the researchers believe they are defining set of blood-vessel-related tumors that can e treated with interferon alfa, they stress that e substance is a very weak angiogenesis hibitor and would not be a candidate to treat ore virulent forms of cancer.

Additional MGH co-authors of the *Pediatrics* aper include R. Alan Ezekowitz, MBChB, Phil, chief of Pediatrics, and David Ebb, MD, f Pediatric Hematology/Oncology. ●

MGH neurosurgeon honored

Robert Ojemann, MD, director of the MGH Brain Tumor Center, received the C. Miller Fisher, MD, Award for outstanding accomplishment in surgical management of cerbrovascular disease at the American Heart Association's Third Annual Stroke Awareness Awards luncheon at the Boston Copley Marriott Hotel May 14. Fisher is a retired MGH neurologist. Ojemann, who has worked at the MGH for 42 years, was recognized for his surgical skill, leadership and dedication to his work. The luncheon was one of several events celebrating May as Stroke Awareness Month. The event helped to launch the Boston Stroke Project, a year-long initiative to educate Boston residents about the warning signs, symptoms and treatment of strokes.

Ojemann, left, with C. Miller Fisher, MD

Employee blood drive kicks into high gear with MGH club competition

Healthy competition was the name of the game for four MGH clubs vying to give the most blood donations to the MGH Blood Donor Center during May. The Missing Links Cycling Club and the MGH Bowling Club edged out the running and soccer clubs in the first round of competition.

The Missing Links led the pack with 36 percent of its 50 members donating blood while the Bowling Club came in with 19 percent of its 80 members. Members of the two winning teams now enter the second round, which ends Aug. 6. The final winning team will receive funding support for club activities.

> "THERE IS A SIGNIFICANT DROP IN COLLECTIONS BECAUSE OF DONORS GOING ON VACATION, SO REINFORCING OUR SUPPLY DURING THIS TIME OF YEAR IS CRUCIAL." — RICHARD CARSON

The club competition is a part of the hospitalwide employee blood drive to help the MGH Blood Donor Center maintain a safe and adequate blood supply and minimize the purchase of blood from outside agencies.

According to Richard Carson, director of the MGH Blood Donor Center, the extra donations received from the MGH clubs could not have come at a better time. "There usually is a great need for blood components during the summer months — particularly around the Fourth of July holiday — because of summer recreation accidents," says Carson. "There also is a significant drop in collections because of donors going on vacation, so reinforcing our supply during this time of year is crucial."

Located on the first floor of the Gray/Jackson Building, the center is open Monday through Thursday, 8:30 am to 6:30 pm, and Fridays, 8:30 am to 4:30 pm. For more information about blood donation or to schedule an appointment, call 6-8177.

Joanne Curtis, center, of the Blood Donor Center, with Sam Roberts of the MGH Missing Links Cycling Club, left, and Charles Cambria of the MGH Bowling Club.

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WHAT'S HAPPENING

Ice cream social

As the institution with the largest employee participation in the recent Boston Bike-to-Work Day Corporate Challenge, the MGH will receive a free ice cream social, compliments of Ben and Jerry's, June 16, 11 am to 2 pm, on the Bulfinch Lawn. All employees are invited to the party, thanks to the more than 180 riders from the MGH who biked to work for the citywide event in May.

Chelsea hosts bike safety event

MGH•Chelsea HealthCare Center will help children learn about bicycle safety this summer at its second annual "Safety on Wheels" education event June 19, noon to 3 pm, in the health center parking lot, 151 Everett Ave. Community members are welcome and encouraged to bring their bikes and helmets for safety checks. The rain date will be July 10. For more information, call 887-3504.

Breastfeeding workshop

The Employee Assistance Program will sponsor a parenting workshop entitled "Working and Breastfeeding: Returning to Work and Maintaining Your Milk Supply" June 15, 1 to 2 pm, in VBK, room 401. Germaine Lambergs, RN, a lactation consultant at the MGH, will give expectant parents and nursing mothers the basics about breast pumps, reverse feeding and solutions to potential problems. For more information, call 6-6976.

Legal issues of aging parents

The Employee Assistance Program will present "Caring For Your Aging Parents — Legal Issues," the last of the season's Work/Life Seminar Series June 17, noon to 1 pm, in the Wellman Conference Room. The seminar will discuss various legal issues adult children may face caring for their parents — including guardianship, conservatorship and power of attorney. A repeat presentation — which will be videoconferenced to MGH• Charlestown HealthCare Center — will take place June 24, at noon, at BWH. For more information, call 6-6976.

IHP graduate nursing open house

The Graduate Program in Nursing at the MGH Institute of Health Professions invites nurses and others with bachelor's degrees in any field to an open house June 14, 4:30 to 6 pm, 101 Merrimac St., fourth floor. Learn about the new acute care nurse practitioner master's program as well as other specialties in adult, child and family primary care, women's health, gerontology, psychiatric/mental health and HIV care. Full-time MGH and Partners-affiliated employees may take their first course at half-price tuition. For more information, call 6-3485.

MGH/Timilty Partnership

Bike for mentoring

Join other MGHers as they bike or stroll along the Charles River for the One-to-One Challenge: Ride for Mentoring, June 27, starting anytime between 9 and 11 am, at Artesani Park in Allston. The MGH/Timilty Partnership, which coordinates mentoring programs between MGH employees and students at the James P. Timilty Middle School in Roxbury, is organizing a team to participate in the ride. Partners also is a sponsor of the event. Proceeds will benefit statewide mentoring programs like the MGH/Timilty Science Fair Mentoring Program. To ride on the MGH/Timilty team or to help sponsor or recruit other riders, call 4-3210.

SummerWorks program

The MGH/Timilty Partnership seeks departments to host students for SummerWorks, a part-time career exploration/summer employment program that offers eighth graders who recently graduated from the Timilty Middle School an opportunity to work at the MGH. The program will hire 10 students, age 14 or older, to work part time, July 12 to Aug. 28, Monday through Friday, 8:30 am to 2:30 pm. Students will be matched with work sites throughout the hospital. Departments interested in hosting students should call the Partnership at 4-3210.

Patcom system to be updated

Patient Access Services (Admitting and Outpatient Services), Information Systems, Health Information Management and Patient Accounts have been working together to replace the current patient admitting, coding and billing system — Patcom — with a new Year 2000 (Y2K)-compliant version. The conversion will take place from Friday evening June 11 to Sunday morning June 13. During this time, the system will be unavailable to the many employees who use it throughout the hospital, including those on patient care units and those in Dietetics, the Pharmacy, Communications and Case Management. Patient lists accessed through PCIS also will not be available to physicians.

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Patcom Working Group representatives already have contacted the systems' primary user groups to provide updated information about the new login process and other functional changes. Those who have not been contacted may e-mail Gerald Van Nostrand of Information Systems at *gvannostrand@partners.org* or contact Judy Kirim of Patient Access Services by calling 4-5837 or paging her at 3-5498.

MASSACHUSETTS
GENERAL HOSPITAL

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(MGH News and Publications)

June 18, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Bike challenge brings the MGH a sweet reward

MGHers satisfied their sweet tooth at an ice cream party sponsored by Ben & Jerry's on the Bulfinch Lawn, June 16. The ice cream party was given to the MGH as a reward for having the highest employee participation in the Boston Bike-to-Work Day Corporate Challenge. David Ryan, MGH Police and Security, and Cherylann Lyman, MGH Parking and Commuter Services along with Jonathan Paré *(shown below),* MGH Police and Security, helped to organize the 180 MGH employees that took part in the challenge.

All Natural
BEN&JERRY'S
VERMONT'S FINEST

Mobile MRI units installed

Because of the increased demand for MRI services, the MGH has installed two temporary MRI scanners, both accessible from the first floor of the Founders Building. The first scanner was installed in January and has significantly decreased the wait for MRI services. The second scanner, which was installed June 12, is expected to further alleviate hospitalwide pressures for MRI exams.

The new scanners are being temporarily housed in trailers adjacent to Founders until the Ellison 2 MRI suite expansion is completed. According to Dick Ziegler of MGH Radiology, the two scanners will serve an additional 9,000 patients this year, reduce the inpatient and outpatient backlog for MRI services and generate net revenue for the hospital.

Although housed in temporary quarters, the mobile MRI units' features are similar to those on Ellison 2 and at CNY. The exams are performed by MGH technologists, and scans are interpreted by hospital radiologists.

Both new scanners have diffusion imaging capabilities, which can help with the early diagnosis of stroke. The scanners also include spectroscopy, which can help differentiate between certain types of disease processes in the brain.

"The MGH had the first hospital-based MRI in the

(Continued on Page 2)

Hospital management announces plan to control expenses

A series of actions to control higher-than-expected expenses for fiscal year 1999 and reduce budget submissions for the year 2000 must be taken to improve the hospital's financial performance, said James J. Mongan, MD, president of the MGH, at a leadership meeting June 15.

"We need the help and support of the entire MGH community to generate ideas to reduce our spending," said Mongan. "I am confident that by working together, we can control our expenses just as we succeeded in bringing down our length of stay."

Hospitalwide efforts resulted in reducing the high length of stay recorded in the first part of FY99 to historically low levels in March and April, Mongan said. While that reduction was critical to helping solve the FY99 financial problems, he noted that it alone was not enough to offset this year's expenses. A review of the year-to-date financial performance through April shows that the hospital's current operating results are $24.5 million behind budget.

According to Mongan, personnel expenses have exceeded budget by 3.8 percent in the first seven months of FY99 — resulting partly from high volume and higher benefits expenses. To help counteract this situation, the MGH will reduce the use of temporary staff and overtime and require authorization from the appropriate vice president and the senior vice president for Human Resources to hire staff for open general fund positions.

"We are undertaking a hiring review, not an absolute freeze," said Mongan. "This review is intended to stop the bleeding of red ink and control the budget." Mongan emphasized that managing vacancies and attrition as well as other management steps will be taken before layoffs are considered.

"As always, we will do our best to close the budget gap without relying on across-the-board layoffs," said Mongan. "Some difficult decisions and changes must be made, and I cannot yet

(Continued on Page 2)

MGH recognized for Children and Health Care Week

The MGH recently was selected from an international group of 343 hospitals to receive the Association for the Care of Children's Health (ACCH) 1999 Award for Excellence for the hospital's participation in Children and Health Care Week. The award is given for creativity and scope of activities and events during the week, which took place the third week of March.

Mary Lou Kelleher, MS, RN, of MGH Pediatrics, chairperson of the Children and Health Care Week committee at the MGH, attributed this year's success to the energy and enthusiasm of the multidisciplinary team of employees who worked on the weeklong series of events. The MGH hosted more than 700 children and more than 600 adults during the week, which was created to bring attention to the special health care needs of children and their families.

The ACCH also has chosen the MGH to host the ACCH conference in the year 2000.

The 30 members of the Children and Health Care Week committee work all year to plan and raise money for the week through a variety of events. The committee's next fund-raising event will be a book fair held under the Bulfinch Tent June 21, 22 and 23, from 9 am to 4 pm.

Left, Kelleher receives award from Donald Brunnquell, PhD, LP, president of ACCH.

— Hospital plan to control expenses

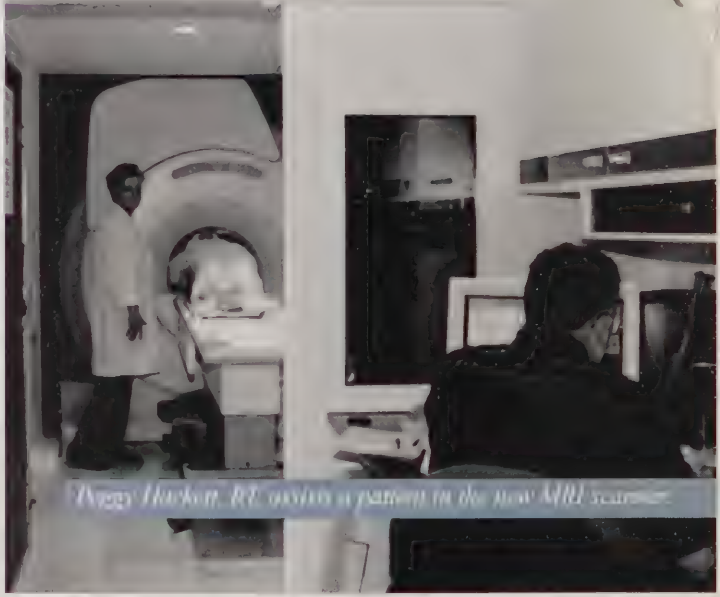
(Continued from Page 1)

promise that we can avoid layoffs altogether." In addition, Mongan said that efforts are being made to protect the annual wage and salary program in next year's budget.

Because the largest part of the unfavorable budget variance is in supplies and purchased services, Mongan announced that he has created and will chair a task force to investigate the causes of the expenditure overages, improve reporting of expenses and make recommendations to help reduce spending. Dramatic increases in expenses for drugs, blood and medical and surgical supplies largely because of rising prices and increased utilization — have caused the need for immediate action in reducing these expenses. Mongan also said that there will be a three-month pause on purchases of new kinds of drugs and the formation of a committee to better manage utilization.

Efforts also are being made to control all non-patient care supplies and purchased services — particularly in the areas of office supplies, catering expenses, travel and seminar fees, consultants and communications equipment, such as pagers and cellular phones. All general fund purchase requisitions must be authorized by vice presidents and/or department heads.

In reviewing next year's budget, Mongan and the management team had expected a $30 million gap that would need to be closed. With the current FY00 budget submissions, however, that gap has increased to $50 million, he said. "We need to get our submission numbers down to move forward with our planning for the next fiscal year and still protect our employee base and the hospital's mission." ●



Peggy Hackett, RT, assists a patient in the new MRI scanner.

— New MRI units

(Continued from Page 1)

United States, but we have struggled to keep up with the growing need for clinical MRI services," says James Thrall, MD, chief of MGH Radiology. "A change in policy by the Department of Public Health, which previously limited the purchase and use of MRI scanners, now allows the MGH to acquire the resources we need to properly take care of our patients."

To schedule a patient for an MRI, call 4-XRAY (4-9729). ●

MGH Vital Signs: FY 1999 first half results

A status report of hospital performance

General Hospital financial statement (in millions)

	YTD Actual	Variance to Budget	FY 1998
Net Patient Service Revenue	339.8	(0.2)	325.9
Research Revenue	112.7	2.0	101.0
Other Operating Revenue	31.8	(2.1)	31.5
Total Revenue	**484.3**	**(0.3)**	**458.4**
Salary and Benefits	202.0	(6.1)	185.9
Supplies and Outside Services	160.8	(13.3)	135.9
Other Operating Expenses	56.4	1.3	57.0
Direct Research Expenses	78.4	(2.4)	68.9
Total Expenses	**497.6**	**(20.5)**	**447.7**
Current Operating Gain / Loss	(13.3)	(20.8)	10.6
Prior Year Adjustments	7.5	2.0	5.5
Gain / (Loss) from Operations	**(5.8)**	**(18.8)**	**16.1**
Non-Operating Gain / (Loss)	2.1	(3.7)	7.9
Net Gain / (Loss)	**(3.7)**	**(22.5)**	**24.0**

Financial overview: Higher-than-anticipated expenses for supplies and outside services — particularly drugs, blood products and medical/surgical supplies — and salaries and benefits led the MGH to report a $5.8 million operating loss for the first half of fiscal year 1999. This loss was $18.8 million below a budgeted operating gain of $13 million for the period from October 1998 through March 1999. With the addition of nonoperating income, the hospital's total net loss was $3.7 million, or $22.5 million worse than a budgeted gain of $18.8 million.

While volume remained high on both the inpatient and outpatient sides, total revenue of $484.3 million was $300,000 below budget. The unfavorable revenue, a trend that has shown some improvement in recent months, can be attributed in part to a length of stay (LOS) that far exceeded budget in the early months of the fiscal year, reduced reimbursement from Medicare and increased managed care volume.

Admissions: The year-to-date admission figures were below budget by 446 but well ahead of 1998 levels. The high LOS filled hospital beds in the early part of the year, preventing some admissions, but the situation has improved, and in March, for example, admissions exceeded budget by 214.

Length of stay: Hospitalwide efforts have led to significant progress in lowering the LOS. In the first quarter, LOS was 6.77 days, nearly a half day over the budget of 6.23 days. For the first half of FY 99, average LOS was 6.54 days, with a historically low level of 5.89 days for the month of March.

Average daily census: With 846 beds in service in FY 99 compared with 827 beds in FY 98, occupancy of 78.3 percent remained similar to last year's level of 78.5 percent. Average daily census of 662 for the first six months was higher than both the budgeted level of 647 and last year's level of 640.

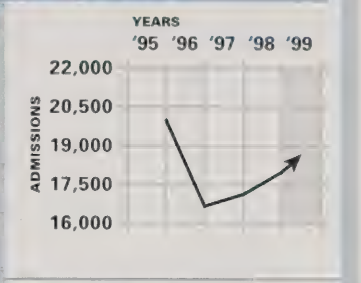
Outpatient visits: High ambulatory volume, on the main campus and the Emergency Department, helped bring outpatient visits to 369,107, exceeding budget by more than 23,000 visits and last year's level by nearly 52,000 visits.

Observation stays: The 3,496 observation stays recorded in the first half of FY 99 were 28 percent higher than budgeted observation stays of 2,728.

Admissions

FY '99 actual:	18,447
FY '99 budgeted:	18,893
FY '98 actual:	17,860
Patient days	120,560
Inpatient surgeries	7,795
Births	1,308

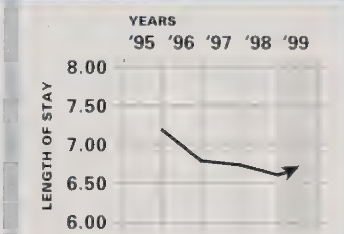
Five-year trend



Length of stay

	Days
FY '99 actual:	6.54
FY '99 budgeted:	6.23
FY '98 actual:	6.52

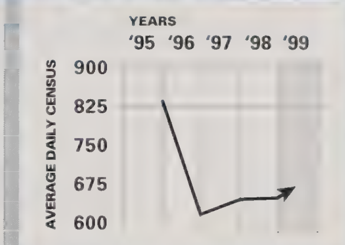
Five-year trend



Average daily census

FY '99 actual:	662
Average beds in service	846
Occupancy rate	78.30%
FY '99 budgeted:	647
FY '98 actual:	640

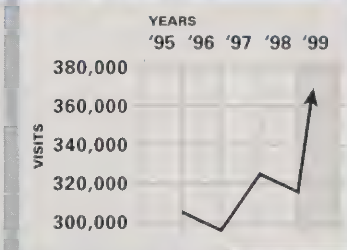
Five-year trend



Outpatient visits

FY '99 actual:	369,107
Clinic visits	203,586
Health center visits	131,114
Emergency visits	34,407
FY '99 budgeted:	345,824
FY '98 actual:	317,280
Outpatient surgeries	6,982

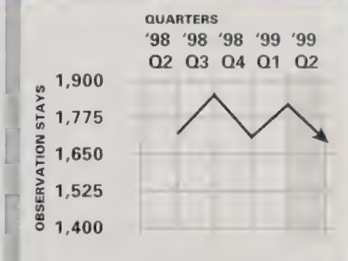
Five-year trend



Observation stays

FY '99 actual:	3,496
FY '99 budgeted:	2,728
FY '98 actual:	3,242
Chemotherapy infusion	154
Routine post-procedure recovery	589

Five-quarter trend



WHAT'S HAPPENING

Summer computer training
Throughout the summer, Partners Information Systems will offer computer workshops focusing on standard Partners software applications. The workshops will be held at Charles River Plaza, 185 Cambridge St. A new class entitled "Access for Researchers" will be offered. For more information, including class schedules and descriptions, and for online registration, visit the website *http://helpdesk.partners.org/data,* then select "Training." Schedules and registration forms also are available by calling (800) 315-0895.

Mass General West hosts seminar about babies' health
Mass General West invites soon-to-be mothers and fathers to a free health seminar entitled "Baby's First Year: A Sneak Preview for Expectant Parents." The seminar will take place June 24, 6 to 7:30 pm, and again June 26, 10 to 11:30 am, at the practice, which is located at 40 Second Ave., fourth floor, Waltham, exit 27B off Route 95/128. Physicians from Mass General West — Beth Hutensky, MD, Robin Jones, MD, and Stephen Takeo Nishiyama, MD — will discuss the first year of life and give practical advice about keeping babies healthy, including feeding, getting immunizations and selecting a pediatrician. Free on-site parking will be available. For more information, call (781) 522-9000.

MGH Charlestown health fair
All are invited to celebrate Health Awareness Day at the annual MGH Charlestown HealthCare Center health fair June 24, 1 to 6 pm, at Johnnie's Foodmaster in the Bunker Hill Mall, Charlestown. This year's fair will focus on healthy foods, families and lifestyles and will feature free blood pressure, diabetes, cholesterol and body fat screenings, food samples and demonstrations. For more information, call the health center at 4-8197.

STD testing
The Sexually Transmitted Disease (STD) Unit at the MGH offers affordable evaluation and treatment of sexually transmitted diseases. Services are offered on a walk-in basis at three convenient sites throughout the MGH network. Site locations and hours include MGH — Monday through Friday, 8:30 to 11 am, Monday and Wednesday, 1 to 3 pm, and Monday, 5 to 7 pm, Founders 8; MGH Chelsea HealthCare Center — Tuesday, 1:30 to 3:30 pm, 100 Everett Ave., and Thursday, 3 to 6 pm, 151 Everett Ave.; and BWH — Wednesday, 1:30 to 3:30 pm, and Friday, 8:30 to 11 am, Peter Bent Brigham Building A, fourth floor. For information, call 6-2748.

MASSACHUSETTS
GENERAL HOSPITAL

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Emily Carr, associate editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

website: *www.mgh.harvard.edu*
(MGH News and Publications)

Parenting in the first year
The Employee Assistance Program will host a seminar entitled "Parenting in the First Year" June 29, 1 to 2 pm, VBK 401. The discussion will focus on balancing work and family, personal health, child care and the impact of parenting on relationships. The program will identify coping strategies to help deal with the transition of becoming a parent. For more information, call 6-6976.

Cabot Clinicopathological Conferences
The weekly Cabot Clinicopathological Conferences (CPCs), which have run year-round at the MGH for the past 75 years, will continue to be offered this summer every Thursday through Aug. 5 (except July 1), noon to 1 pm, in the O'Keeffe Auditorium. The CPCs will resume in September. The conferences are abridged as the "Case Records of the Massachusetts General Hospital" in the *New England Journal of Medicine* and featured in "What's the Diagnosis" on the journal's website *(www.nejm.org).* For more information, call 6-8897.

Cancer support
The MGH Cancer Center Patient and Family Support Program will offer the following seminars for patients, families and staff next week in the Cancer Resource Room: "Spirituality: Faith, Why Me? Reasons to Hope," June 21, noon to 1 pm; "Melanoma: Questions and Answers about Treatment," June 21, 2 to 3 pm; and "Parenting in Challenging Times: Drop-in Support Group for Parents," June 22, 11 am to noon; "Bone Marrow/Stem Cell Transplantation: A Discussion," June 24, 1 to 2 pm. For more information, call 4-1822.

Schwartz Center Rounds
The next Kenneth B. Schwartz Center Rounds will take place June 25, noon to 1 pm, in the Walcott Conference Room. The topic of this month's rounds will be "Cancer and Sexuality: Conversation Comfort Zone." Lunch will be served starting at 11:45 am. CME credits are available. To register, call 4-6862.

Eastpointe open house
Eastpointe Rehabilitation and Skilled Care Center will hold an open house June 24, 4 to 6:30 pm, 255 Central Ave., Chelsea. Charles Pu, MD, of MGH Beacon Hill Senior Health, subacute medical director at Eastpointe, will be the master of ceremonies at the event. Eastpointe recently completed a new addition that includes 12 beds and an apartment for functional retraining. For more information, call (781) 845-5961.

Support Service Employee Grant Program
The Support Service Employee Grant Program at the MGH awarded 37 educational grants to employees this year. The response to this year-old program has been very strong and therefore, no additional grants will be awarded this summer. Support service employees who are interested in the grant program should watch for an announcement in the *MGH Hotline* in late July or August regarding applying for grants in the fall.

June 25, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

James J. Mongan, MD, president of the MGH, invites all MGH employees to the

Annual Summer Picnic Lunch *and* Celebration of Dedication and Diversity

For day shift MGHers, Wednesday, June 30:
A complimentary picnic-style lunch will be served 11 am to 2 pm under the Bulfinch Tent, rain or shine.

For evening and night shift MGHers, Wednesday, June 30:
Refreshments will be served 10 pm to midnight in the Central Lobby.

MGH nurse turns inventor

Joanie O'Donnell, RN, is a problem solver. When faced with a dilemma that can sometimes hinder patient care in the MGH Interventional Radiology suite, she was determined to find a solution. Because of her creativity and resolve, O'Donnell now has the unofficial title of inventor.

Before joining the MGH Neuro Intensive Care Unit in June 1998, O'Donnell had worked for three years with the MGH Interventional Radiology team on Bigelow 2 as a certified neuroscience registered nurse. She helped the team in treating patients with brain aneurysms, arterial venous malformations (AVMs) and spinal cord abnormalities. In addition to her regular nursing duties, O'Donnell was responsible for monitoring the four to six IV solution bags that a patient requires.

Each IV solution has a mixture of normal saline and the blood-thinning agent heparin to prevent blood clots when the interventional radiologist threads a catheter into a patient's brain or spinal column. The solutions must be dripping at all times and at different rates to prevent a clot from forming, which could result in a potential embolic stroke for a patient. The solutions also must be monitored for potential air bubbles that might develop in the tubing, which could lead to a life-threatening air embolus.

A difficult task for any one person to do, the constant monitoring is made even more difficult by the dimmed lighting required for the fluoroscopy that monitors many invasive radiology procedures. Because the solution flow is difficult to see in low light, O'Donnell had to stand guard at the IV pole and audibly say the word "drip" to let the radiologist know how fast or slow the solution was flowing.

(Continued on Page 2)

Joanie O'Donnell, RN, with the "IV Illuminator"

From left, Chaput, Butler, Plante and Sethmann at awards ceremony.

MGH Patient Care Services recognizes excellence

Staff, colleagues, family members and friends gathered June 17 to recognize four members of MGH Patient Care Services with the Stephanie Macaluso, RN, Expertise in Clinical Practice Awards.

Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, presented the award to Rochelle Butler, LPN, of Internal Medicine Associates; Alice Chaput, RNC, ANP, of MGH Chelsea HealthCare Center; Diane Plante, MS, PT, of Physical Therapy; and Louise Sethmann, RN, of the Pediatric Intensive Care Unit.

Given twice a year, the award was renamed last year to honor its first recipient, Stephanie Macaluso, RN, a clinical nurse specialist who died in July 1998. The award recognizes direct care providers in Patient Care Services whose practice is based on caring, innovation, knowledge, the spirit of inquiry, leadership and teamwork.

— Nurse turns inventor

(Continued from Page 1)

O'Donnell was determined to find a better way to perform the problematic monitoring task. "I really felt that these patients' lives were in my hands," she says. "If a drip stopped and you weren't sure for how long, the team would have to end the procedure to avoid any clotting. There just had to be a better way to monitor the IVs."

At first, O'Donnell's solution was to tape flashlights to the end of the procedure table. Because procedures could last up to eight hours, however, either the bulbs would burn out, the batteries would run low or the flashlights would fall to the floor if the table was moved.

Frustrated by this low-tech solution, O'Donnell sketched a drawing of an ideal IV pole with a light bar that illuminated the IV drip chambers. She presented the drawing to a colleague who is a design engineer, and together they created the first-ever illuminated IV chamber called the "IV Illuminator."

According to O'Donnell, because the new invention lights up all of the IV bags simultaneously, it allows everyone on the interventional team to monitor the IV drips, freeing up O'Donnell to attend to other duties. "Using the IV Illuminator created a more collaborative environment for the whole team," says O'Donnell.

Gone are the days of changing batteries in flashlights — the IV Illuminator is charged by a power box that lasts up to 5,000 hours. And because the IV Illuminator uses fiber-optic lighting, there is no glare. The lights also have color lenses to differentiate the solution bags according to the purpose of the catheter.

As a new inventor, O'Donnell now is in the process of getting the IV Illuminator patented, which will allow commercial distribution. In the meantime, the MGH is using a prototype of the IV Illuminator, and O'Donnell has requests from hospitals and health centers around the country for her invention. ●

Emergency medicine physicians lead conference in Middle East

Under the auspices of the Harvard Medical International Center for Emergency Medicine, emergency physicians from the MGH, BWH and Beth Israel Deaconess Medical Center recently traveled to Israel and Jordan to help develop emergency medical care in the Middle East and bring together medical leaders from the war-torn region.

During their 12-day trip, the Harvard delegation led a leadership forum and co-chaired the Israeli Emergency Medicine Conference. Joined by physicians representing nations from England to Ethiopia, the Harvard group discussed how the countries could advance emergency medical care and taught workshops on such topics as airway management.

"Our group was instrumental in bringing the leaders of Israeli and Jordanian emergency medicine together on a collaborative level," said Eric Legome, MD, of the MGH Emergency Department. "We believe this will contribute to helping further the peace process in the region."

Eric Legome, MD, of MGH Emergency Medicine (left) and Mark Davis, MD, of Emergency Medicine at Beth Israel Deaconess Medical Center (right) with Suleiman Abbadi, MD, of the King Hussein Medical Center in Amman, Jordan.

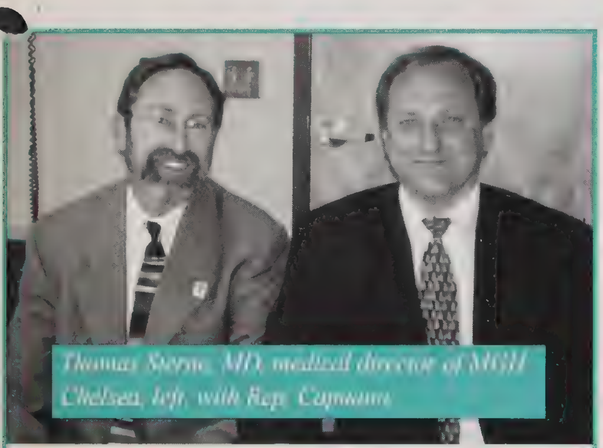
MGH Brain Tumor Center chooses first visiting professor

Mitchel S. Berger, MD

Mitchel S. Berger, MD, professor and chairman of the Department of Neurological Surgery at the University of California, San Francisco, has been chosen as the first MGH Brain Tumor Center Visiting Professor.

Berger will conduct a Clinical Research Conference June 30 at 5 pm. Berger also will give Neurosurgery Grand Rounds in the Ether Dome and conduct the Brain Tumor Center Clinical Conference July 1.

The Brain Tumor Center Visiting Professor program was established in 1999 with support of Gary Kornfeld and Richard Heitmeyer, both former patients of the MGH. The goal of the program is to provide the exchange of ideas among members of the neuro-oncology field. ●



Thomas Sterne, MD, medical director of MGH Chelsea, left, with Rep. Capuano

Congressman visits MGH Chelsea

Rep. Michael E. Capuano (D), who succeeded Rep. Joseph Kennedy in the 8th US Congressional district, visited the MGH Chelsea HealthCare Center as a part of his citywide tour of Chelsea June 4. City leaders took the congressman to MGH Chelsea for a special luncheon, where he heard presentations about the health center's community benefit/city partnerships including the local police and MGH Chelsea mental health unit partnership that provides crisis intervention to children who have witnessed violence, and the school/health center partnership that provides specialized counseling and support services to refugees from Bosnia and Somalia.

BEMC celebrates first year in MGH family

MGH Boston Evening Medical Center (MGH-BEMC) had cause for celebration last week with the one-year anniversary of its affiliation with the MGH.

MGH-BEMC employees and staff gathered June 15 for a special luncheon to commemorate the occasion and to recognize the hard work and dedication of its 45 employees. Guest speakers were Brit Nicholson, MD, chief medical officer of the MGH, and Jeff Davis, senior vice president for MGH Human Resources.

"I want to thank everyone here for the hard work over the last year in making the transition to the MGH a successful one," said Nicholson.

Weselhoeft, Carolan and Nicholson

MGH-BEMC, which is located in the Back Bay at 388 Commonwealth Ave., became the fourth MGH-licensed health center last May.

"We have the MGH to thank for helping us to preserve our presence and our mission in the Back Bay," said Robert (Toby) Weselhoeft, MD, medical director of MGH-BEMC. Ella Smith, executive director of MGH-BEMC, added that the affiliation with the MGH has allowed the health center to continue providing the same high-quality level of community-focused health care but with the financial and administrative support of a large institution. "Despite the challenges of change over the last year, joining with the MGH family has enabled us to approach the year 2000 with smiles on our faces," she said.

The luncheon also was an opportunity for the MGH-BEMC staff to welcome Peggy Carolan as the new administrative director. Carolan, who has been the administrative director for MGH Charlestown HealthCare Center for 10 years, accepted the new position in May. She will serve in the administrative director position at both health centers.

"I am excited to have this opportunity to expand my scope of responsibility at the MGH," says Carolan. "I especially look forward to strengthening relationships with Boston Evening Medical Center staff. In the past six weeks, I have learned a tremendous amount about the health center's rich history, thanks to the supportive management team." Carolan added that her additional role at MGH-BEMC would not be possible without the support of the physicians, management team and the entire staff at MGH Charlestown.

Founded in 1927, MGH-BEMC is the oldest evening medical center in New England. It was established to provide high-quality medical care to working people in the evening hours. The health center offers a variety of primary and specialty care services, including gynecology, cardiology, dermatology, pediatrics and gerontology.

For more information about MGH-BEMC, call 267-7171.

WHAT'S HAPPENING

Diversity Celebration Day

The Association of Multicultural Members of Partners (AMMP) will hold its Diversity Celebration Day June 30, 11:30 am to 2 pm, on the Bulfinch Lawn. The Latin band, Mango Blue, will perform during the celebration. For more information, call 4-3832 or e-mail *rsarafoudi@partners.org*

"Design and Conduct of Clinical Trials" course

The Education Unit of the Clinical Research Program in collaboration with the MGH Cancer Center will be offering an intensive course "Design and Conduct of Clinical Trials" twice weekly during September and October from 5 to 6:30 pm. The goals of the course are to survey the theory and practice of clinical trials, to review design and conduct of clinical research and to enable participants to conceive, plan, propose and develop effective clinical trials. This course is appropriate for second-year fellows and junior faculty pursuing clinical research. A $50 course registration fee is required. For information and registration materials, visit the Clinical Research Program website, *http://www.crnet.mgh.harvard.edu* or contact Lee Leahy at 6-3310.

Deadline extended for award

The deadline for nominations for the Compassionate Caregiver of the Year Award, presented by the Kenneth B. Schwartz Center, has been extended to July 31. Any professional caregiver who has direct contact with patients in any setting where patients receive care in Massachusetts is eligible for the award, which will be presented at the center's annual dinner in October, along with a $5,000 prize. Requests for information and nomination forms can be sent by mail to the Schwartz Center at 100 Charles River Plaza, Suite 600; by fax at 6-7661; or by calling 4-6416.

Cancer Support Program

The MGH Cancer Center Patient and Family Support Program will offer a seminar called "Caring for Yourself While Caring for a Loved One with Cancer" June 29, 11 am to noon. Eileen Joyce, MSW, will facilitate the seminar in the Cancer Resource Room on Cox 1. For more information, call 4-1822.

From left, Domingos Dasilva, Patricio Brundao, Deyvi Alonzo and Hassan Faik of Environmental Services.

Operations support staff recognized

Operations support staff enjoyed a special appreciation meal for the day, evening and night shifts June 15 beneath the Bulfinch Tent. The events were meant to recognize the more than 2,000 employees who work in operations support.

MASSACHUSETTS
GENERAL HOSPITAL

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by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

website: *www.mgh.harvard.edu*
(MGH News and Publications)

Transfer of radiological services for preadmission testing

Beginning June 28, all radiological services for patients undergoing preadmission testing in the Preadmission Test Area (PATA) will be conducted at WACC 2 Radiology Room 219. Although WACC 2 is a walk-in service for patients, the Radiology Department staff encourages preadmission exams to be scheduled in advance. Radiological exams should be scheduled at least one hour before a patient's preadmission testing appointment to help expedite the exam interpretation and to ensure availability of reports to referring physicians. All radiological exams must be coordinated by the physician's office.

According to Patty Marotta, manager of Ambulatory Care Operations for the Radiology Department, in addition to the change of location, preadmission radiological studies will be available for diagnostic and reference purposes through the new digital imaging system that is networked to the PACS/AMICAS/CAS system. The digital imaging system provides physicians a higher quality image, the ability to view multiple images and electronic storage of studies. At the new location on WACC 2, the radiology voice-recognition dictation system is available to help improve accessibility to final reports for preadmission testing.

For more information about access to and training for the PACS/AMICAS/CAS system, call Sharon Antiles at 4-7886. To schedule a preadmission radiology exam, call 4-XRAY.

July 2, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Partners hospitals help launch transportation program for low-income cancer patients

The MGH, BWH, Faulkner Hospital and Dana-Farber Cancer Institute are among 10 hospitals that are participating along with six taxicab companies in a citywide effort to provide transportation for low-income, Boston-area cancer patients. Sponsored by Boston Mayor Thomas M. Menino and the Boston Public Health Commission, the "Boston Crusade Health Ride" program offers complimentary cab coupons to patients in need, providing them with free rides to and from local hospitals when other transportation is unavailable.

The program was announced at a press conference June 22 at Boston City Hall. Speaking on behalf of the Partners hospitals and Dana-Farber/Partners CancerCare, Samuel O. Thier, MD, president and CEO of Partners HealthCare, said: "This program will help give all Boston residents an equal chance in the treatment of this disease. And it will give our hospitals a valuable tool to ensure that life-saving cancer treatment is never out of reach and is always readily accessible to Boston residents."

The taxi coupon program will complement similar programs already in place and is part of Boston's "Crusade Against Cancer" initiative to educate Boston residents about cancer prevention, screening and treatment.

Kelley Sweeney, an MGH oncology resource coordinator, speaks at the press conference.

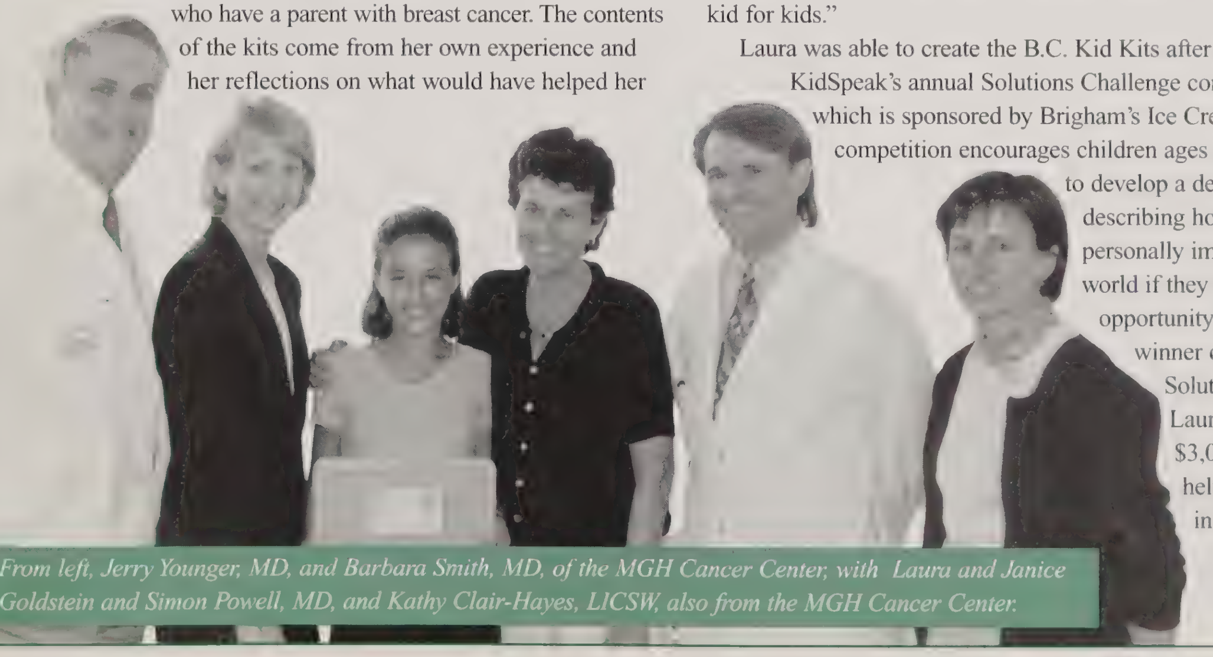
Teen reaches out to children of breast cancer patients at the MGH

Fourteen-year-old Laura Goldstein of Andover, Mass., understands how a kid feels when a parent has breast cancer. She learned firsthand at the tender age of 9 when her mother, Janice, was diagnosed with the disease. Her mother's illness left Laura feeling sad, frightened and alone.

Now that her mother has made a full recovery, Laura's experience with the disease and her compassion for other children have led her to help kids of breast cancer patients at the MGH. Laura has created what she calls "B.C. (Breast Cancer) Kid Kits" for children who have a parent with breast cancer. The contents of the kits come from her own experience and her reflections on what would have helped her during that difficult time when her mother was ill. The kit includes children's books about breast cancer, journals to write in, stuffed animals, support information, stickers and candy. Laura and her parents presented 60 kits to the MGH Cancer Resource Room June 24 to help patients and their families cope with the disease.

"The kits are a great addition to the many resources patients and families can access through oncology social workers and the Cancer Resource Room," says Kathy Clair-Hayes, LICSW. "The difference with this particular resource is that it is developed by a kid for kids."

Laura was able to create the B.C. Kid Kits after winning the KidSpeak's annual Solutions Challenge competition, which is sponsored by Brigham's Ice Cream. The competition encourages children ages 8 to 18 to develop a detailed plan describing how they would personally improve the world if they had the opportunity. As the winner of the 1998 Solutions Challenge, Laura received a $3,000 grant to help put her idea into action. ●



From left, Jerry Younger, MD, and Barbara Smith, MD, of the MGH Cancer Center, with Laura and Janice Goldstein and Simon Powell, MD, and Kathy Clair-Hayes, LICSW, also from the MGH Cancer Center.

Clinton's Medicare proposal bad news for teaching hospitals

On June 29, President Clinton unveiled a plan to modernize and strengthen Medicare. The plan is projected to save an estimated $72 billion over 10 years but could lead to loss of revenue for hospitals because it extends the Balanced Budget Act (BBA) beyond 2002.

Clinton's proposals seek to foster competition in both the traditional fee-for-service Medicare and the newer Medicare managed care plans as well as ensure access to affordable prescription drugs and preventive services. The plan is expected to extend the life of the Medicare trust fund an additional 12 years, to at least 2027.

The money to fund these proposals would come largely from reduced payments to health care providers. Clinton's plan calls for a cut of $39 billion over 10 years to providers. Additional problems could stem from the plan's proposal to seek volume discounts from doctors, much the way managed care plans do. A modest $7.5 billion would be set aside over 10 years to repair unintended consequences of the BBA.

While applauding Clinton's efforts to ensure Medicare's solvency and provide needed prescription drug coverage, Samuel O. Thier, MD, president and CEO of Partners, said that the plan did not provide nearly enough relief for teaching hospitals suffering from BBA cuts. "We hope this proposal is just a starting point and that any bill eventually passed will do a much better job of responding to the very real needs of hospitals like ours," he says.

Partners and MGH officials, along with a national coalition of colleagues from other teaching hospitals, have been concerned about the effects of the BBA and have spent the last year meeting with congressmen and White House officials. James J. Mongan, MD, president of the MGH, recently met with Donna Shalala, secretary of US Health and Human Services, and Dennis Hastert, speaker of the US House of Representatives, to reinforce the need for changes in the provisions.

Under the BBA, the Partners system is expected to experience cutbacks of $340 million over a five-year period. The BBA's impact on the MGH is expected to be more than $165 million. The coalition is supporting legislation filed by Sen. Daniel Moynihan (D-New York) that would freeze indirect medical education funds at current levels. These funds, which also were reduced by the BBA, pay academic medical centers for some of the costs incurred by their teaching programs.

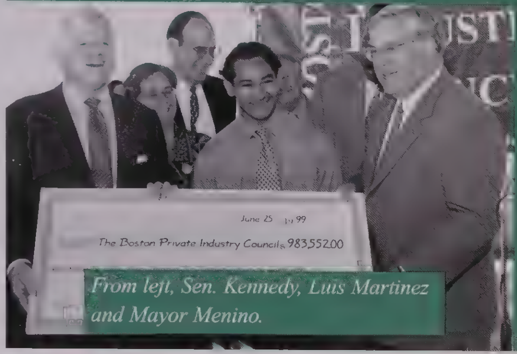
In addition, the coalition of teaching hospital leadership is working closely with the American Hospital Association and the Association of American Medical Colleges to support legislation that would redefine criteria for Medicare outpatient and home care reimbursements.

"Washington needs to understand that the Medicare cuts in the BBA threaten patient care," says Colton. "The BBA has already started to affect hospitals, particularly teaching hospitals. Partners hospitals are full, but under the BBA, Medicare will pay us less for delivering even more care."

For more information about the BBA, call Partners Government Relations at 278-1041. ●

Training health care workers for tomorrow

"My dream has always been to go to college. But it isn't a dream anymore — it is a reality," said Luis Martinez, of the MGH Office of Research Affairs. He spoke about his experience with the MGH Support Service Grant Program at a press conference held June 25 at the MGH. The press conference announced a grant from the US Department of Labor to the Boston Private Industry Council (PIC) for training programs similar to the one that helped Martinez continue his education at Bunker Hill Community College. The nearly $1 million grant will allow the PIC to train 400 entry-level health care workers for career advancement. The MGH, BWH and Partners are part of an 11-member consortium, which includes health care employers and colleges, that will work with the PIC to provide employees access to GED and English as a Second Language programs, academic preparation for community college courses as well as specific training for higher level positions. Sen. Edward M. Kennedy and Mayor Thomas Menino were guest speakers at the press conference, along with James J. Mongan, MD, president of the MGH, and representatives from the PIC and other health care institutions.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From left, Sen. Kennedy, Luis Martinez and Mayor Menino.

The graduates of the MGH Revere Babysitting class with the program's leaders.

MGH Revere babysitters graduate

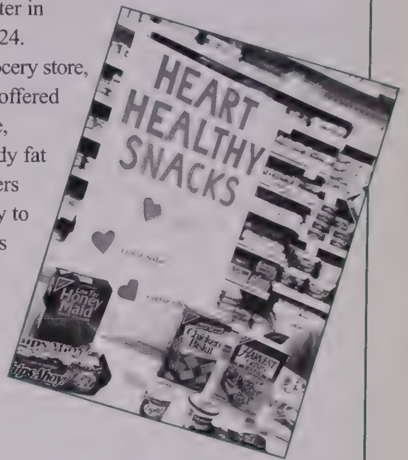
Eleven girls from age 11 to 15 proudly accepted their diplomas from the MGH Revere Teen Center's first babysitting certification course June 22. The MGH Revere Teen Center is an extension of the MGH Revere HealthCare Center. Every girl at the graduation had taken part in a 10-week program led by Kim Meehan, MGH Revere Teen Center, and Jennifer Vickers, MGH Psychiatry.

The graduates of the class were: Danielle Badoloato, Ari[illegible]oniglio, Corina Davis, Melissa Frank, Phylicia Garcia, Bianca LaFon[illegible] Larina Langley, Faiza Muslim, Yahaira Ramar, Kimberly Veno, and Kristie Whitten.

Theresa Morse, a health fair volunteer, cuts fresh fruit samples for the event.

MGH Charlestown promotes a healthy lifestyle

"Healthy Lifestyle, Healthy Family, Healthy Home" was the theme of this year's MGH Charlestown HealthCare Center health fair. The fair was held at Johnnies Foodmaster in Charlestown June 24. Throughout the grocery store, health center staff offered free blood pressure, cholesterol and body fat screenings. Shoppers had the opportunity to taste healthy snacks and learn how to cook and shop for healthy foods. ●



New exhibit takes visitors down memory lane

Walking down the corridor of WACC 6, visitors, patients and employees now can take a step back in time with a new photo exhibit chronicling the history of outpatient services at the MGH.

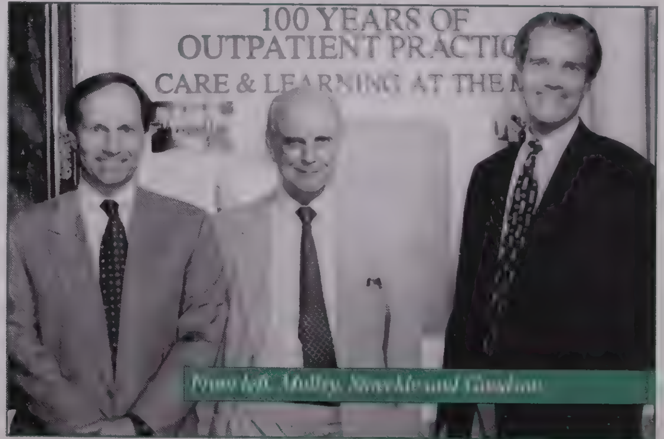
The exhibit was officially unveiled at a reception June 25 hosted by John Goodson, MD, and John Stoeckle, MD, of Internal Medical Associates, and Albert Mulley, MD, MPP, chief of the General Medicine Division.

"The panels of this exhibit can be looked at like windows of a cathedral," said Goodson. "Depending on whether visitors have just a few minutes or more than an hour to spend here, the exhibit has layers of information for everyone to enjoy."

A year in the making, the exhibit gives an overview of the progress of the hospital's outpatient services over the last 100 years. Each panel depicts various themes of outpatient care — such as education, research, technological innovations, community-based care and outpatient care providers — with old and new photographs, written descriptions, timelines, maps, journal articles and other memorabilia.

Giving a brief history during the reception, Stoeckle noted that during most of the 19th century, hospitals only had inpatients. It wasn't until the 1870s that outpatient care was formally acknowledged when doctors found that "walking" patients who didn't need to be admitted could benefit from outpatient services. "We've come a long way in patient care, learning and research since the 1800s," said Stoeckle. "This exhibit is meant to be a reminder of the past and an inspiration for the future."

Goodson credits the collaborative efforts of staff from the General Medicine Divison, Nursing and Social Services for creating the exhibit and welcomes any MGHer to visit WACC 6 to see their accomplishment. "It would be wonderful for other services in the hospital to be inspired by this display and start to record their own chronologies that have contributed to the rich history of the MGH," he said. ●



From left, Mulley, Stoeckle and Goodson.

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WHAT'S HAPPENING

Physiologic investigation series

The Clinical Research Program (CRP) and the Mallinckrodt General Clinical Research Center will co-sponsor "Issues in Physiologic Investigation," a series of nine lectures focusing on specific principles, tools and methodologies for investigating physiologic questions. The sessions take place July 6, 8, 12, 13, 15, 20, 22, 27 and 29, 5 to 6 pm, in the Bigelow Amphitheater, White Building, fourth floor. For registration, visit the CRP website at *www.crnet.mgh.harvard.edu* or contact Alison Simmons at 6-1669.

Course on substance abuse

The Institute for the Support and Study of Children from Families with Alcoholism and Substance Abuse will offer a course on alcohol abuse, sponsored by Children of Alcoholism and Substance Abuse, Inc. (COASTA). The course will be held at the University of Massachusetts, Boston, July 19 to 23. The course is designed for health care providers, educators, youth workers, substance abuse professionals, community leaders and social workers. For more information, contact Maureen McGlame, of MGH Addiction Services, at 6-9216.

Treadwell Library classes

The Treadwell Library will hold an "Introduction to the Internet" class July 16 at 10 am. This class will help employees learn to search Medline. There also will be a class July 27 at 11 am that offers a user-friendly way to search the Medline database using Ovid. Classes will be held in the Treadwell Library conference room. To sign up for these sessions or to request an individual or group session, call 6-8600.

Shuttle schedule changed

Shuttle service will not operate July 5 because of the Independence Day holiday. For more information, contact Partners Transportation at 6-2250.

Blood donations needed

Because of an increased need for blood components during holiday weekends, the MGH Blood Donor Center would like to encourage MGHers to donate blood before and after the Fourth of July weekend. To make an appointment, call 6-8177.

PeopleSoft upgrade

The PeopleSoft system will be unavailable from July 15 at 5 pm to July 19 at 7 pm. This system maintenance will upgrade the hardware, network operating system and database management system as well as bring the most recent series of PeopleSoft-delivered corrections into the system. For more information, call The Computer Help Desk at 6-5085.

Summer outings for families of residents and fellows

Spouses and children of MGH resident physicians and fellows are invited to afternoon gatherings July 7, 14, 21, 28 or Aug. 4, 11 and 18 at various locations. Those interested in attending should send their name, address, phone number, department name and the number of adults and children attending to Dorothee Rodkey, 11 Beatrice Circle, Belmont, Mass., 02178. For more information, call (617) 484-6310.

IN GENERAL

Joel Habener, MD, recently was awarded the 1999 Robert H. Williams Distinguished Leadership Award, given by the Endocrine Society. This award is presented in recognition of outstanding leadership in fundamental or clinical endocrinology, as exemplified by the recipient's contributions to teaching, research and administration.

Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, was elected to the Sigma Theta Tau International Honor Society of Nursing, Gamma Epsilon Chapter, at Northeastern University.

Cycling to safety in Chelsea

Six-year-old Christine Batista, *above,* daughter of Paul Batista, of the MGH Photography Department, recently joined more than 200 bicyclists and roller bladers for the second annual "Safety on Wheels" education event at MGH Chelsea HealthCare Center. McGruff the Crime Dog, also known as Donna Novak from the health center's Medical Records Department, entertained the crowd while health center staff performed bike safety inspections and fitted helmets for both kids and adults. More than 150 free helmets were given to participants, and two children's bikes were raffled off at the event.

MASSACHUSETTS GENERAL HOSPITAL

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by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

website: *www.mgh.harvard.edu*
(MGH News and Publications)

July 9, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

U.S. News & World Report announces "Best Hospital" list

As ***Hotline*** goes to press, the MGH has learned it again ranked third in *U.S. News & World Report's* annual national hospital "honor roll," with a number one ranking in the Psychiatry category for the fourth year in a row. BWH also made the list ranking eighth, while McLean Hospital ranked third in psychiatry, Spaulding Rehabilitation Hospital ranked 13 in rehabilitation. The "Best Hospitals" issue of *U.S. News & World Report* is available on newsstands July 12.

Of the nearly 200 hospitals nationwide included in the survey, the MGH ranked among the best hospitals in the following specialties:

Cancer	18	Orthopedics	3
Cardiology and heart surgery	3	Pediatrics	22
Digestive tract	4	Psychiatry	1
Geriatrics	5	Respiratory disorders	4
Gynecology	6	Rheumatology	7
Hormonal disorders	2	Urology	11
Neurology and neurosurgery	2		

From Haiti to the Hub – a child makes a remarkable recovery

Ten-year-old Shodener Andre from Haiti wasn't expected to live past August because of his failing heart. But thanks to a group of volunteer physicians and his health care team at the MGH, Shodener went home a happy, healthier child this week.

Shodener had acute rheumatic fever that developed from an untreated strep infection. The disease caused severe damage to his heart valves. For Shodener, who lives in a remote part of Haiti — far from medical facilities that could handle his health care needs — the future was bleak.

Shodener's journey to recovery started in late May when his parents — hard-working peasant farmers — traveled for six hours on a mule to bring their son to a hospital run by a Cambridge-based volunteer organization called Partners in Health (PIH). PIH provides medical care to the poor in Haiti's central plateau region.

Upon examination, the clinic's staff knew the only way Shodener would survive would be to travel to the United States for heart surgery. Shodener's American chaperones, Jennifer Furin, MD, and Evan Lyon of PIH, brought him to Boston after they found a team of doctors at the MGH to care for the sick child.

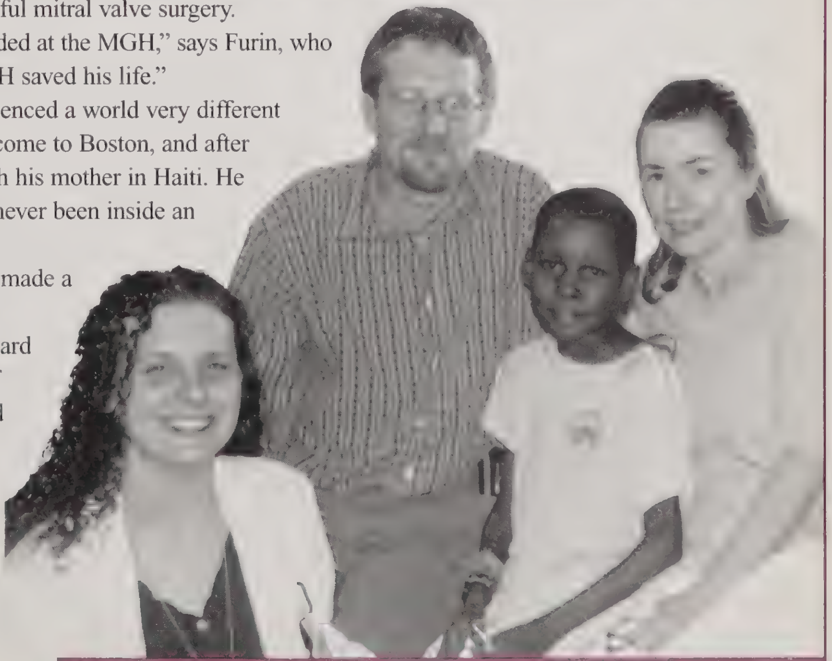
The emaciated boy was placed in the care of Michael de Moor, MD, of MGH Pediatric Cardiology, and Gus Vlahakes, MD, of MGH Cardiac Surgery, along with a team of nurses, including: KiKi Benjamin, RN, Geraldine Gardner, RN, Juliette Hardiman, RN, and Roseann McClory, RN. Shodener then underwent successful mitral valve surgery.

"We were very fortunate to find the care Shodener needed at the MGH," says Furin, who also is a resident at BWH. "This has been a gift. The MGH saved his life."

During his monthlong stay in Boston, Shodener experienced a world very different from his home in Haiti. He took his first airplane ride to come to Boston, and after his surgery, he talked on a telephone for the first time with his mother in Haiti. He had never seen a television or a video game. And he had never been inside an enclosed building with central air conditioning.

His transition into the modern world of the MGH was made a little easier with help from Haitian MGHers. When Yves Bourjolly, a nutrition service coordinator from Dietary, heard about Shodener, he immediately called upon a network of employees who hail from Haiti to come visit the child and speak to him in his native tongue. "When I found out he was by himself without his family so far away from home, I knew I had to offer my help," says Bourjolly, who came to the United States 10 years ago from Port-au-Prince, Haiti. "He started to miss home and his mother, so I tried to make him feel more comfortable."

(Continued on Page 2)



From left, Furin, Lyon, Shodener, and Hardiman.

ADVANCES

MGH study shows mitral valve prolapse not a stroke risk factor

MGH researchers reported in the July 1 *New England Journal of Medicine* that mitral valve prolapse is a heart valve abnormality not associated with an increased risk of stroke among young people. Earlier studies had led to the belief that mitral valve prolapse was a significant risk factor for stroke. The MGH report accompanies one from the Framingham Heart Study that found mitral valve prolapse to be much less common than previously believed and less strongly associated with health problems. MGH researchers also were co-authors of the Framingham study, which used techniques developed at the MGH to diagnose mitral valve prolapse accurately.

"As many as 10 to 15 percent of the population have been told they have mitral valve prolapse, that they need to take antibiotics when having dental or other procedures, and that they are at increased risk for stroke, heart failure, heart rhythm abnormalities or other serious problems," says Robert Levine, MD, of the MGH Cardiac Ultrasound Laboratory. "We now know that this condition actually occurs in only about 2 percent of the population." Levine is the senior author of the MGH article and a co-author of the Framingham Study report.

The mitral valve lies between the left atrium, which receives oxygenated blood from the lungs, and the left ventricle, which pumps blood out into the body. In mitral valve prolapse the valve does not close properly, allowing blood to leak into the atrium. Studies using early forms of echocardiography — ultrasound studies of the heart — led researchers to believe that mitral valve prolapse was present in a significant portion of the population. Levine and his colleagues used three-dimensional ultrasound techniques pioneered at the MGH to show that the shape of the valve was poorly understood.

Instead of being shaped like a saucer with a depressed area in the middle, as believed, the valve actually is shaped like a saddle. Depending on the angle from which an ultrasound study is taken, a normal valve can show either as a central depression or looking like it is bulging up in a way that would be diagnosed as prolapse. The MGH studies led to the development of new criteria for diagnosing mitral valve prolapse, which now are being used to revisit earlier studies of the condition and its relation to such problems as stroke, heart failure or abnormal heart rhythms.

Lisa Freed, MD, formerly an MGH cardiology fellow, was first author of the Framingham report. Co-authors of the MGH study included Dan Gilon, MD, first author and a former MGH fellow; Ferdinando Buonanno, MD; Marcia Leavitt; Jane Marshall, RDCS, and Philip Kistler, MD, of the MGH; and Marshall Joffe, MD, MPH, PhD, formerly of the Harvard School of Public Health.

MGHers enjoy good weather and good food

MGHers took a break in the sun on the Bulfinch lawn at the MGH's annual Summer Picnic June 30. The picnic, hosted by James J. Mongan, MD, president of the MGH, along with senior management, offered a complimentary lunch for all employees.

— From Haiti to the Hub

(Continued from Page 1)

Bourjolly helped Shodener select foods from the hospital menu that more closely resembled meals from home, such as beans and rice, soups and chili.

A host of Haitian natives visited Shodener's room on Ellison 18 during his stay at the MGH. And they all came to say good-bye and wish him well when he was discharged June 28. "What touched me the most when Shodener was leaving," says Bourjolly, "was that we finally made him smile."

Upon Shodener's return home, community physicians from the PIH hospital will continue to follow his condition. And with donations and grants, the organization is building a home for the child's family near the hospital.

For more information about Partners in Health, call (617) 661-2669. ●

Endowment gift helps support family caregivers

Dexter Burley, PhD, Cornelia Cremens, MPH, MD, and Barbara Moscowitz, LISCW, of the MGH Geriatric Medicine Unit, recently accepted a generous gift from the Acampora estate to endow the Acampora Family Caregiver Support Program. This endowment will be used to address the mental health needs of geriatric patients and their family caregivers. Burley, who initiated the program, says: "For a long time we have been aware of the family caregiver as a pressure point in geriatric care. Unfortunately, it is an issue that has not received adequate attention or financial support. This generous gift from the Acampora family allows us to directly address this issue." ●

From left, Cornelia Cremens, MPH, MD, Dexter Burley, PhD, and Barbara Moscowitz, LICSW.

MGH-Spaulding Home Health now cares for East Boston patients

As of July 1, patients served by the East Boston Neighborhood Health Center's Home Care and Hospice Community Care Program are receiving home care through the MGH-Spaulding Home Health Agency.

Like many home health programs, East Boston Home Health Services has been affected by Medicare reform under the 1997 Balanced Budget Act (BBA). The BBA reduced reimbursement rates for skilled nursing and other home health services for frail and chronically ill patients nationwide. In East Boston, financial challenges in the health center's home health program have been exacerbated by the health center's decision to file for Chapter 11 bankruptcy protection last January.

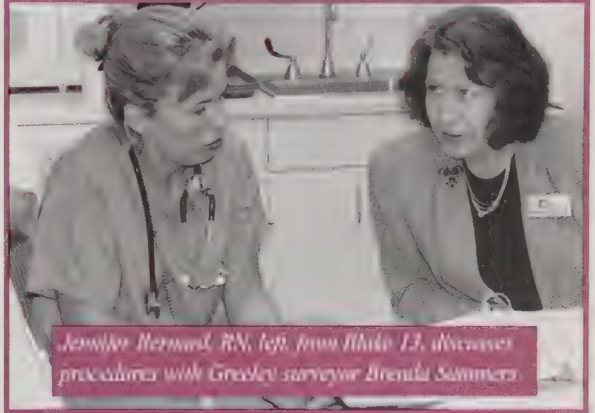
"Our hope is that this will be a [illegible]mless transition benefiting patients in the East Boston community, the health center and MGH-Spaulding Home Health," says Betty Jane King, interim director of MGH-Spaulding Home Health. "Patients will continue to receive high-quality home care from the outstanding clinicians with whom they are familiar. The health center can maintain its commitment to keeping a full range of health care services accessible to the East Boston/Winthrop community. And MGH-Spaulding Home Health will gain home health clinicians with a reputation for excellence and the opportunity to build its presence as a provider of high-quality home health services."

According to King, the transfer of services is not a financial transaction. East Boston Home Health will discharge its current patients, and MGH-Spaulding Home Health will begin to admit patients who choose to use its service. MGH-Spaulding Home Health will hire staff from East Boston Home Health, and then East Boston will withdraw from the Medicare and Medicaid Program as a provider. ●

The MGH gets ready for the next JCAHO survey

In preparation for the next visit from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), the hospital underwent a "mock survey" June 24 and 25. The MGH contracted with The Greeley Company, a consulting firm that helps health care organizations prepare for JCAHO inspection, to help the hospital identify strengths and weaknesses in policies, procedures and direct patient care.

Greeley surveyors visited various locations throughout the hospital — such as Dietary, Outpatient Pharmacy, the Emergency Department and several patient care units. Representatives from senior management, medical staff, Corporate Compliance, Operations Improvement, Patient Care Services and the Ethics Committee were on hand to discuss issues with the surveyors.



Jennifer Bernard, RN, left, from Blake 13, discusses procedures with Greeley surveyor Brenda Summers.

"This exercise was very useful for us in planning for the next JCAHO survey," says Joan Fitzmaurice, RN, PhD, director of Quality for Patient Care Services and a member of the JCAHO steering committee. "The JCAHO inspection is an important tool for the hospital to help ensure the high quality of services for our patients. We hope to build upon the success we had during the last inspection when the hospital received its highest score from JCAHO."

Although the JCAHO survey is voluntary, most hospitals invite the surveyors to their facilities because Medicare, Medicaid, many state agencies and third-party payors require JCAHO accreditation as a prerequisite for participation. The next JCAHO survey will be conducted in the fall of 2000.

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MGH**HOTLINE**

WHAT'S HAPPENING

Applications for Support Service Grant program

The MGH Diversity Committee, chaired by James J. Mongan, MD, president of the MGH, recently announced that the Support Service Employees Grant program now is accepting applications.

The Support Service Grant program was developed to help employees fulfill career goals while improving current job performance or advancement into other positions. In addition to financial assistance, grant recipients receive individualized support from a designated mentor. To apply, an employee must have worked at the MGH for at least two years in a support service position, be benefits eligible and in good standing. Applications are due Aug. 10. To request an application, contact Nancy Marttila at 4-3055.

Summer outings for families of residents and fellows

Spouses and children of MGH resident physicians and fellows are invited to afternoon gatherings July 14, 21, 28 and Aug. 4, 11 and 18 at various locations. Those interested in attending, need to send their name, address, phone number, department name and the number of adults and children attending to Dorothee Rodkey, 11 Beatrice Circle, Belmont, Mass., 02478. For more information, call (617) 484-6310.

PeopleSoft training

PeopleSoft online requisition classes are being offered through Dec. 28, Tuesdays, 8:30 am to noon, in Founders room 643. All participants should have a working knowledge of Windows software. To sign up for training, call 4-1388.

Deadline extended for award

The deadline for nominations for the Compassionate Caregiver of the Year Award, presented by the Kenneth B. Schwartz Center, has been extended to July 31. Any professional caregiver who has direct contact with patients in any setting where patients receive care in Massachusetts is eligible for the award, which will be presented at the center's annual dinner in October, along with a $5,000 prize. Requests for information and nomination forms can be sent by mail to the Schwartz Center at 100 Charles River Plaza, Suite 600; by fax at 6-7661 or by calling 4-6416.

Cancer Center support program

The Cancer Center Patient and Family Support Program (PFSP) will offer a seminar called "Managing Multiple Causes of Nausea and Vomiting in the Cancer Patient" July 13, 11 am to noon. Nina Grenon, MSN, RN, CS, and Elizabeth Johnson, RN, MSN, OCN, will facilitate the seminar "Handling the Effects of Radiation on Speaking and Swallowing" led by Tessa Goldsmith, MA, CCCSLP, July 13, noon to 1 pm. Both seminars will be held in the Cancer Resource Room on Cox 1 July 14. Kimberly Halloran, PT, will give a workshop in body mechanics for family members and caretakers of those with cancer noon to 1 pm. This workshop will be held in the White 10 Physical Therapy Gym. For more information, call 4-1822.

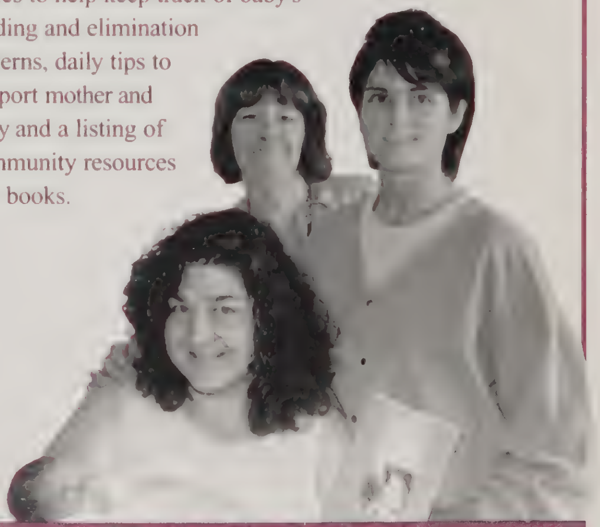
New moms get breastfeeding tips from the MGH

Mothers often have questions about breastfeeding their newborn babies. Now new moms can find answers in a breastfeeding journal being distributed at the MGH.

Created by Maureen Tully, RN, IBCLC, and designed by a team of nurses and doctors interested in enhancing the MGH's breastfeeding program, the journals have been offered to mothers by Blake 14 nurses since April. The journal is designed to take women step-by-step through the first week of breastfeeding and to educate mothers and fathers about the benefits of breastfeeding.

"We needed to improve the quality and consistency of the way we teach mothers about breastfeeding and how to avoid the problems that can occur in the first weeks," says Lisa Stellwagen, MD, medical director of the Newborn Nurseries.

The journal, which also is available in Spanish, includes tallies to help keep track of baby's feeding and elimination patterns, daily tips to support mother and baby and a listing of community resources and books.



Barbara Corcoran, left, with son Chase Joseph, receives a copy of the journal from Tully, center, and Jane Cronin, RN.

MASSACHUSETTS
GENERAL HOSPITAL

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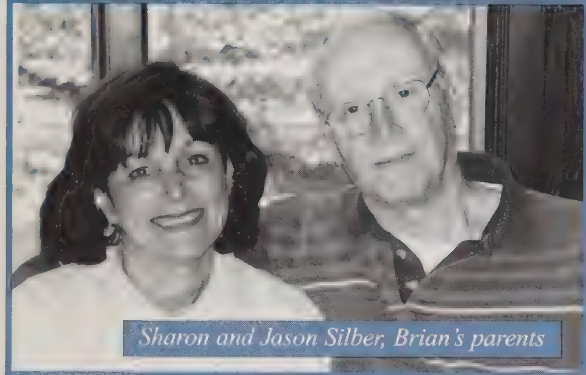
(MGH News and Publications)

July 16, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

New spine tumor clinic – a legacy of love


Sharon and Jason Silber, Brian's parents

Pictures of Brian Silber adorn the fireplace at Jason and Sharon Silber's home in Peabody. Mementos of the young man are found throughout the house to remind his parents and his sister Karen of the life that was tragically cut short at the age of 28 after a three-year battle with spinal cord cancer.

Before Brian Silber died in 1996, he told his family and his physician Jay Loeffler, MD, now with MGH Radiation Oncology, that he wanted to establish a fund for spine tumor research. A leading radiation oncologist, Loeffler — who at the time of Silber's death was at BWH — currently is working with the Silber family to make Brian's wishes a reality with the establishment of the Silber Spine Tumor Clinic at the MGH.

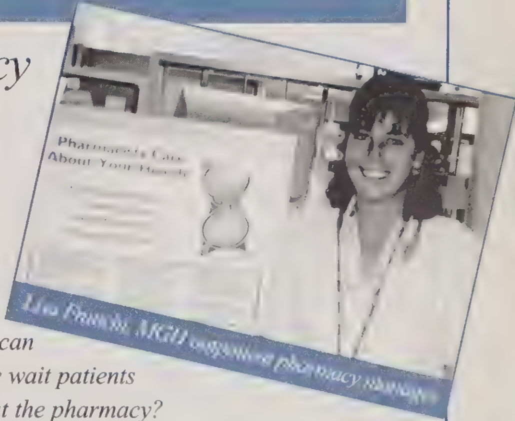
"Brian made a difference in people's lives," says Sharon Silber. "So many of Brian's friends told us how he had touched them. They said that knowing him and learning from him made them live better lives. Brian always put other people first. He volunteered to help others less fortunate, and he helped all of us deal with his illness by never complaining nor asking 'why me?' We hope to continue what he had started and help people with this kind of cancer."

In March of 1993, a sharp pain struck Silber while he was jogging near his Atlanta home. His initial visits to the doctor — complete with tests and an MRI — did not reveal the true source of his pain.

It wasn't until 18 months later that Silber was diagnosed with a malignant spinal cord tumor. He then came back home to be with his family. Counting on Boston's status as a medical mecca, the Silbers thought that finding a doctor specializing in this type of cancer would be easy. They were surprised to find

(Continued on Page 2)

Progress report from the MGH Outpatient Pharmacy


Lisa Franchi, MGH outpatient pharmacy manager

It has been almost a year and a half since the MGH Outpatient Pharmacy opened its doors to the public. Located on the first floor of the WACC, the pharmacy offers prescription medications and personalized pharmaceutical counseling. Some over-the-counter products also are available at the pharmacy — including cough and cold preparations, pain medications, antacids and laxatives. *Hotline* recently had the opportunity to interview Lisa Franchi, manager of the MGH Outpatient Pharmacy, about the pharmacy's progress since its opening in March 1998.

Q: *About how many patients go through the pharmacy daily?*

A: The pharmacy sees about 400 patients on a day-to-day basis, which comes to about 50 visitors per hour.

Q: *What is the standard waiting time for a prescription?*

A: There usually is a 15- to 20-minute wait in the morning. However, from noon until closing, the wait can be more than 40 minutes because of all the patients being discharged.

Q: *What kind of information does the pharmacy need?*

A: In order to fill a prescription, the pharmacy must have accurate and complete insurance information. Sometimes we only receive a portion of the information that we need, and we are unable to fill the prescription.

Q: *Is there anything you can advise to decrease the wait patients and employees have at the pharmacy?*

A: The best thing to do is call the day before the prescription is needed. Then patients should call two hours before they plan to pick it up to make sure that the prescription is there and that the pharmacy has all the correct information. In addition, when employees call in a prescription, they can ask the pharmacy staff to call their office or page them when the prescription is ready. This helps the parmacy to facilitate the pickup process.

(Continued on Page 2)

— Pharmacy progress report

(Continued from Page 1)

Q: *What if a patient or employee has an emergency?*

A: In case of emergency, the pharmacy is able to fill medications and prescriptions much faster. If there was an emergency, the pharmacy will try to expedite the prescription as quickly as possible.

Q: *What improvements has the pharmacy made since its opening?*

A: We have added more staff to assist patients and employees. We have added a new automated phone system so that patients and employees can simply call up and dial in their prescription number for a refill.

Q: *Any future plans?*

A: We are hoping to get a web site up in the next year, so that MGHers can refill their prescriptions from their computers.

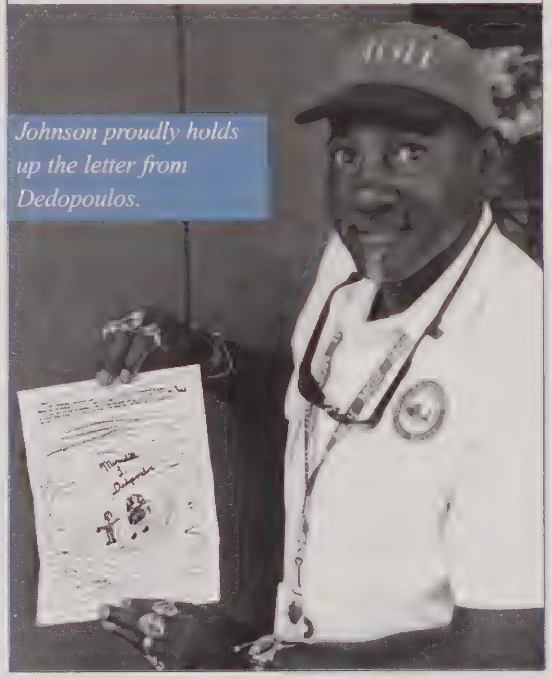
The MGH Outpatient Pharmacy is open 9 am to 5:30 pm weekdays and 9 am to 12:30 pm on weekends and holidays. For more information, call the pharmacy at 4-3100.

A hero at the MGH

MGHers don't have to go to the movies this summer to see a hero. Rodney Johnson, an MGH ambassador, was a real hero to one MGH visitor — ten-year-old Meredith Dedopoulos. Johnson recently received a letter of gratitude from his "fan." The letter reads:

Mr. Rodney Johnson was of very much helpful service yesterday when my Grandma, Dad and I went to Mass. General for unexplainably bad back pain in my Grandma. He entertained us greatly and did not except our tip. I hope you realize how priceless and respectful he is!

Sincerely,
Meredith L. Dedopoulos (Age 10)



Johnson proudly holds up the letter from Dedopoulos.

— New spine tumor clinic

(Continued from Page 1)

how rarely spinal cord tumors occurred and how few doctors were able to treat them.

Over the next year, Silber was treated by a variety of doctors — most of them specializing in brain tumors, which is the kind of cancer most closely related to spinal cord tumors. His only treatment option was radiation therapy. By December 1994, doctors told Silber and his family that the tumor wasn't shrinking, but it wasn't growing either.

In 1995, Silber came under the care of Loeffler at BWH and for 10 months continued radiation treatment supplemented by surgery. The Silbers remained hopeful, inspired by their son's courage and perseverance at beating his debilitating disease. Unfortunately Silber's condition worsened, and he finally succumbed to the tumor and died in July 1

"Brian was the kind of son every parent dreams of," says Jason Silber. "He was charming, intelligent, exceptionally caring and sensitive. He had many friends and was liked by everyone. We were so proud of him."

With the help from Silber's many friends, the Silber family created a memorial fund to establish the Silber Spine Tumor Clinic, which now is a part of the MGH Brain Tumor Center. In July 1998, the Silbers launched the Brian D. Silber Memorial Golf Tournament, which raised $60,000 in seed money for the clinic.

The clinic currently is accepting patients. A spine tumor conference, held after each patient is seen during the clinic, serves as a forum for physicians to review patients' cases.

"The model of multidisciplinary care that is provided by the MGH Brain Tumor Center also will work well for patients in the new clinic," says John Henson, MD, executive director of the MGH Brain Tumor Center. "This will be an important addition to our services."

With the establishment of the clinic, Loeffler and colleagues hope to conduct more clinical research on spinal cord tumors and potentially improve the outcome for patients struck by the rare disease.

"There is little known about the genetics and biology of these types of tumors," says Loeffler. "But with the spectrum of subspecialists here at the MGH and the support of this clinic, we hope to expand this research."

The Silbers plan to continue supporting the clinic financially by making the golf tournament an annual event. "There is nothing that will bring Brian back to us," says Sharon Silber. "But we need to continue this work in his name. If he had lived, he would have made a difference in people's lives — he already had. Our role is to continue making a difference for him."

The next Brian D. Silber Memorial Golf Tournament will be held July 21 at the Colonial Golf Club in Lynnfield, Mass. For more information about the fund, call the MGH Development Office at 4-6426. For more information about the MGH Spine Tumor Clinic, call 4-8770. ●

Young honored for supporting women faculty

Anne Young, MD, PhD, chief of the MGH Department of Neurology, received the Harvard Medical School (HMS) Dean's Award for the Support and Advancement of Women Faculty. Young was recognized as a scientific and clinical leader who has made the MGH Neurology Department a more supportive place for women by recruiting women as residents and chief residents and by mentoring and promoting women faculty. "She personally exemplifies how women in medicine can combine family responsibilities with an outstanding academic career," says one of Young's nominators.

HMS Dean Joseph Martin, MD, sponsors this annual award, organized by the HMS/Harvard School for Dental Medicine Joint Committee on the Status of Women, to recognize the contributions of an individual who has significantly enhanced or supported recruitment, retention or promotion of women faculty at HMS and its affiliated institutions. Young was honored with a certificate and cash award at the May Faculty of Medicine meeting.

From left, Alex Buturlin, Henrik and Daniel Sedin, Corey Pecker (holding Ismael), Steve McCarthy, Tim Connolly and Brian Finley

NHL draftees lift spirits of MGH Pediatric patients

Seven draftees of the National Hockey League (NHL) gave Ismael Peguero, age 3, a "lift" during a recent visit to the MGH Pediatric units. The children and families on Ellison 17 and 18 enjoyed a fun-filled night with prospective first-round picks on the eve of the 1999 NHL entry draft, which was held at Boston's FleetCenter June 26.

The players signed autographs, posed for pictures and presented patients with t-shirts, hats and banners from some of the NHL's 28 teams. Heather Peach, a child life specialist on Ellison 18, and Amy Vacchina, of Human Resources, organized the players' visit. ●

MGHers testify against bill that could drive up drug costs

The Joint Committee on Health Care recently held a state house hearing on a bill that essentially would raise prescription prices for many patients by discouraging them from obtaining less expensive generic medications. Because of the testimony of two MGH employees and others in opposition to the bill, any action on the proposed law now is significantly delayed.

Harold DeMonaco, director of Drug Therapy Management for the MGH and the Massachusetts General Physicians Organization, and Roger Snow, MD, MPH, of Internal Medicine Associates, testified against House Bill (HB) 1935. This bill would amend an existing law that created the Drug Formulary Commission (DFC) and empowered it to develop a list of interchangeable drug products. The commission produces a list of generic drugs that are "therapeutically equivalent" to brand name drugs and are approved by the US Food and Drug Administration (FDA).

Under this law, which was passed in 1976, a pharmacist is required to dispense a generic version of a drug, which can be between 20 and 60 percent less expensive than a brand name drug, unless a physician mandates the brand name drug be used. The DFC also has the ability to recommend the removal of a drug from the list if scientific data shows that the generic is clinically unacceptable as a replacement for the brand name drug.

HB 1935 would require that certain brand name drugs be added to the formulary list, which means that the less expensive generic drugs could not be substituted unless consent was given by the patient and the doctor.

According to DeMonaco, HB 1935 implies that the existing FDA regulations governing therapeutic equivalence of generic drugs are flawed. "There is no compelling scientific data to support the idea that the current system of approving generic drugs is not effective," he says. "This legislation would needlessly add to the already high costs of drugs and would have a direct impact on such vulnerable patient populations as senior citizens."

DeMonaco says that this bill also would add to the public's misconception that generic drugs are of lower quality than brand name drugs. "Generic drugs that are deemed therapeutically equivalent can be substituted for the name brands," he says. "There is no scientific data to support the claim that generic drugs are inferior."

After the testimony of DeMonaco, Snow and several other opponents to the bill, HB 1935 was sent to committee for study which, according to Jeff Lockwood of Partners Government Relations, basically stops the bill's progress until the next legislative

WHAT'S HAPPENING

Cancer Center program

The Cancer Center Patient and Family Support Program (PFSP) will be offering a seminar "Cancer and Fatigue: Discussion and Support" July 20, noon to 1 pm. Susan Eastham, MSW, LISCW, and Carole Seigel will be facilitating the program in the Cancer Resource Room on Cox 1. For more information, call 4-1822.

Oral-B joins the fight against breast cancer

The toothbrush manufacturer, Oral-B, a division of The Gillette Company, will be marketing a Pink Ribbon Limited Edition Advantage toothbrush to benefit breast cancer research at Dana-Farber/Partners CancerCare. The Pink Ribbon toothbrush will be available nationwide in supermarkets, drugstores, discount department stores and wholesale clubs, beginning mid-July.
For more information, call (617) 632-5856.

Clinical Research Program luncheon seminar series

The Clinical Research Program (CRP) is hosting a Q&A session for clinical research coordinators and research nurses in the Wellman 101 Conference Room July 22, 11:45 am to 1 pm. Representatives from the MGH Human Research Committee, Grants and Contracts, the General Clinical Research Center and CRP will answer questions about MGH procedures for start-up of human research studies. Lunch will be provided. For more information or to register, call 6-1669.

Treadwell Library class

The Treadwell Library will offer a class that provides a user-friendly way to search the Medline database using Ovid, July 27 at 11 am in the Treadwell Library conference room. To sign up for the session or to request an individual or group session, call 6-8600.

Cutaneous Biology Research Center to host workshop

The MGH/HMS Cutaneous Biology Research Center (CBRC) will host a workshop "The Skin and Its Cells" Oct. 4 through 8. This workshop is designed for researchers with a background in molecular biology and genetics, interested in applying their knowledge to complex biological systems such as skin and its appendages, including the mammary gland. This week-long intensive course will involve theoretical lectures as well as practical hands-on sessions about culture and manipulation of skin cells of various types. The course is limited to 10 to 12 students. Application deadline is Aug. 1. Tuition is $550 and includes meals. To apply, send a statement of interest to Loren Scott-Cruz, MGH, CBRC, third floor, Building 149, 13th Street, Charlestown, Mass., 02129. For more information, visit the CBRC home page at *cbrc@12.mgh.harvard.edu.*

New location and name for Department of Dietetics

The Department of Dietetics has changed its name to the Department of Nutrition and Food Services. It also has moved from Founders House 1 to the Blake basement. All phone extensions will remain the same. For more information call Helen Doherty, RD, FMP, at 6-2522.

Schwartz Center Rounds

All MGH care providers are invited to attend the Kenneth B. Schwartz Center Rounds, July 23, noon to 1 pm. This month's topic "Autonomy vs. Medical Futility at the End of Life" will be held in the Walcott Conference rooms. Lunch will be provided at 11:45 am. For more information, call 4-6862.

Management strategies for entry level coordinators

The Clinical Research Program (CRP) is sponsoring a half-day workshop Aug. 5, 1 to 5 pm in the Wellman 101 Conference Room. Topics covered include optimizing time for efficient workload management, using time management strategies and prioritization techniques, and negotiating the MGH clinical research system effectively.
For registration information, please visit the CRP website at *http://www.crnet.mgh.harvard.edu* or call Allison Simmons at 4-2900.

Executive Committee on Research survey

The MGH Executive Committee on Research (ECOR) is currently undertaking an Operations Improvement initiative focused on research management functions in the hospital. Members of the research community should have received a survey relating to technology transfer July 12. The purpose of the survey is to obtain information from the research community about its experience with technology transfer and, in particular, with MGH's technology transfer office — the Corporate Sponsored Research Licensing (CSRL), formerly the Office of Technology Affairs. For more information, call Catherine Shih at 4-2918. Surveys should be returned to CNY 149, Corporate Sponsored Research and Licensing, Suite 1101, as soon as possible.

MASSACHUSETTS
GENERAL HOSPITAL

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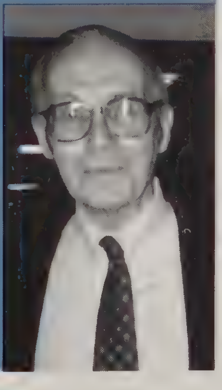
Submit news tips and story ideas to Victoria Brady, editor, at 4-6433;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

website: *www.mgh.harvard.edu*
(MGH News and Publications)

MGH surgeon recognized



Edwin Carter, MD, of MGH General Surgery, recently was honored with a Surgical Grand Rounds held in his name. Carter, who had dedicated more than 30 years of his life to General Surgery at the MGH, retired this past December.

July 23, 1999

MGH **HOTLINE**

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

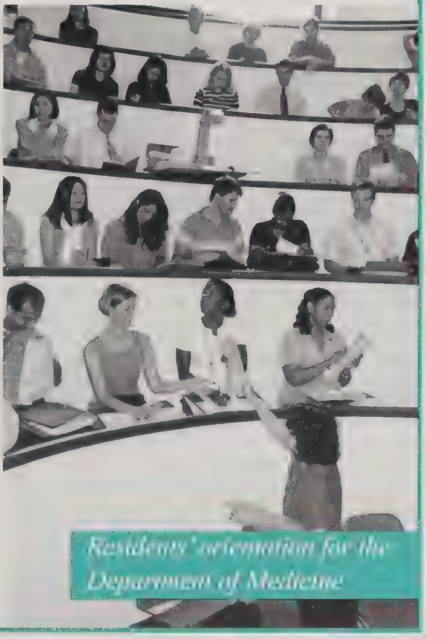
New faces at the MGH

Passing through the halls of the hospital, the faces of new physician trainees are a familiar sight to MGHers every July. Approximately 275 house officers completed orientation sessions during the last month, and now are acclimating to their new responsibilities as caregivers and MGH employees.

These new physicians come to the MGH as either interns, residents or fellows. Interns come to the hospital directly from medical school to complete their first year of training as doctors. Residents — who can be in their second to seventh year of postgraduate education — receive advanced training in a core medical specialty program. Fellows have graduated from a residency program and have chosen to extend their training by entering a subspecialty program.

According to Georgi Bland, program manager for the MGH Office of Graduate Medical Education (GME), the hospital has 21 residency programs and 90 fellowship programs. Each program offers individual clinical rotations and research components based on a curriculum developed for that specialty or subspecialty. Ten residency programs and nine fellowship programs are run jointly with BWH or McLean Hospital, including Emergency Medicine,

(Continued on Page 3)



Residents' orientation for the Department of Medicine

Expanding recruitment efforts to include more diversity

For several years, the MGH has focused on expanding the cultural diversity of new house officers as a part of a hospitalwide effort to increase diversity.

According to Winfred Williams, MD, director of the MGH Multicultural Affairs Office (MAO), departments that made diversity a priority showed considerable improvement this year.

"Our office worked closely with several services in the recruiting process to help attract under-represented minority candidates and convey to them that, not only is the MGH a promising place to train, but it also is committed to supporting physicians of color," says Williams.

As a result of these recruiting efforts, 15 percent of the incoming class for the Department of Medicine consists of physicians of color. Williams attributes this success to the department's commitment to make diversity a priority under the

(Continued on Page 2)

ADVANCES

Study: more patients could qualify for free care

Practically all patients whose care in Massachusetts hospitals is reimbursed out of state free-care funds have incomes within the guidelines for such care, according to a report in the July/August issue of *Health Affairs*. However, contrary to a common belief that many patients whose expenses are written off as bad debt are able to pay their bills, the study of 1996 data found that the great majority of bad-debt patients had incomes that would have made them eligible for state-sponsored free care or Medicaid.

The report was written by Joel Weissman, PhD, of the MGH Institute of Health Policy, Paul Dryfoos, MBA, a Boston-based health care consultant and former Massachusetts deputy state budget director, and Katharine London of the Massachusetts Division of Health Care Finance and Policy (DHCFP).

"We found that a lot of care written off to bad debt is delivered to patients who are actually quite poor, which has potentially serious implications, since these patients may be reluctant to obtain treatment in the future if they fear being billed for services they cannot afford," says Weissman, the report's lead author. "This information, along with some public policy changes, has prompted many hospitals in the state to set up programs to identify all uninsured patients who might be eligible for free care or for Medicaid programs."

One such initiative is Patient Financial Services' Health Insurance Access Program, which was set up last year as part of Patient Financial Services to match uninsured patients with programs offering health cost coverage (see *Hotline*, January 22, 1999).

—Expanding recruitment

(Continued from Page 1)

leadership of Dennis Ausiello, MD, chief of the Department of Medicine.

Williams credits the success in recruiting more physicians of color with a concerted effort by several key individuals.

According to Williams, Andrea Reid, MD, of the Gastrointestinal Unit, played a pivotal role in the overall recruitment efforts. She is co-chair with Michael Barry, MD, of the Internship Selection Committee for the Department of Medicine and an associate director of the MAO.

"Dr. Reid made a focused attempt to attract candidates of color and was a prominent representative of our efforts and a testament to the commitment of the hospital to increase diversity," says Williams.

Other notable efforts by individuals included pediatrician Ann Beale, MD, MPH, and current minority residents in Pediatrics. "Residents attended dinners, sent letters of welcome to applicants selected for interviews and made themselves available to answer questions about the program," says Beale. "These efforts produced the best minority match results in 10 years." Beale also credits the involvement of Alan Ezekowitz, MBChB, DPhil, chief of MGH Pediatrics, for reinforcing the department's interest and priority in minority recruitment. One third of the incoming class for Pediatrics are physicians of color.

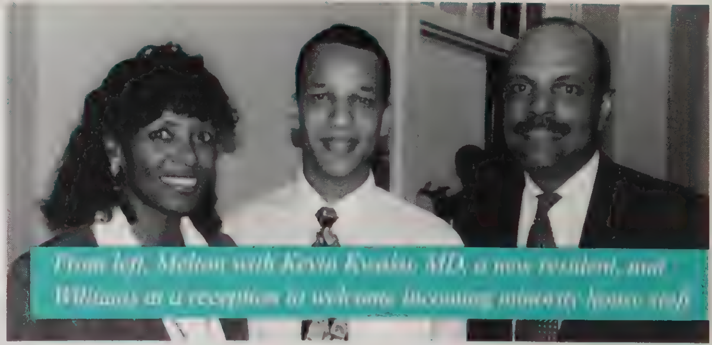
Departmental leadership seems to be the key to a sustained and successful recruitment strategy. "For example, the systematic recruiting process implemented in Psychiatry, along with vigorous outreach, was critical to reaching diversity goals for that department," says Patricia Melton, the new program manager for the MAO. Melton was hired recently to focus on the issue of recruitment and retention of under-represented minority residents at the MGH.

Ernesto Gonzalez, MD, chair of the Dermatology Department's Affirmative Action Committee for the past four years and an associate director of the MAO, says Dermatology has consistently recruited 20 to 30 percent minority residents during the past four years. An advocate for Hispanic issues, Gonzalez welcomes a record number of new Hispanic house officers this year. "This is a historic moment for the hospital, and it reflects the commitment of the administration as well as the hospitalwide Diversity Committee, which is chaired by Dr. Mongan [James J. Mongan, MD, president of the MGH]," he says.

According to Reid, feedback from successful minority candidates about recruiting efforts has been positive. "For some, the attention made a difference for them in selecting the MGH over other places all over the country that were seeking them out," she says. "The individualized contact was helpful in their decision making."

Melton says the MAO is developing initiatives to support minority residents, such as a revised mentoring program and networking opportunities with other physicians of color. "Resident and fellow development are critical steps for junior faculty to advance through the MGH training system, which ultimately is our goal," she says.

Reid concedes that while this year's recruitment was successful, there is more work to be done. "We are on the right track in recognizing that these minority candidates are highly sought after, and we need to go the extra mile to let them know that the MGH is a wonderful place to be," she says.



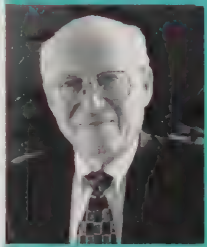
From left, Melton with Kevin Kinsler, MD, a new resident, and Williams at a reception to welcome incoming minority house staff

According to Gonzalez, increasing diversity in all aspects of the MGH is important. "Our expectations will be fulfilled when the demographics of diversity are complemented with the elements of acceptance, and more importantly, with embracing cultural competence and sensitivity in caring for our patients."

Williams adds that even though the MGH has made a hospitalwide commitment to diversity, there still are very few physicians of color recruited in certain departments. "We hope that in the next recruitment season, our office will have an opportunity to work with program directors of other departments in their efforts to attract diverse candidates," he says. "Just looking at the progress we've made this year should send a clear message that we are a useful resource, and we are making inroads hospitalwide."

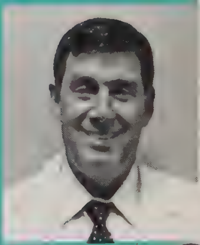
For information about the Multicultural Affairs Office, call 4-3832. ●

MGH doctors speak at the President's Cancer Panel



Isselbacher

Kurt Isselbacher, MD, director of the MGH Cancer Center, and Bruce Chabner, MD, chief of Hematology/Oncology and clinical director of the MGH Cancer Center, were two of many doctors who spoke before the President's Cancer Panel, July 19. The President's Cancer Panel monitors the development and execution of activities of the National Cancer Program and makes recommendations to Congress and the president. Other speakers included Albert Mulley, MD, chief of MGH Internal Medicine, James J. Mongan, MD, president of the MGH, and Howard Koh, MD, MPH, the commissioner of public health for the Massachusetts Department of Public Health. The MGH hosted the panel at the Schepens Eye Research Institute at Charles River Plaza.



Chabner

Medical talent receives a musical reward

From left, Andy Whittemore, MD, of BWH, Debra Weinstein, MD, of Partners, Tom Lee, MD, of PCHI, Paula Johnson, MD, of BWH, John Fallon, MD, of NSMC, Tom Durant, MD, of MGH, Jim Dineen, MD, of MGH, and Boston Pops Conductor Keith Lockhart.

Some of Boston's best known medical talent joined the Boston Pops July 9 as Partners HealthCare honored its physicians with a special concert. Approximately 1,000 physicians and their guests from the MGH, BWH, The North Shore Medical Center, Spaulding, McLean, Partners Community HealthCare, Inc., Faulkner Hospital and Newton-Wellesley Hospital, attended the celebration at Symphony Hall. The evening had a variety of baseball-related activities to go along with the All-Star Baseball Game in Boston, including the Pops playing a rendition of John Phillip Souza's "National Game March," with Partners physicians providing "crack of the bat" sound effects on stage. The audience also was treated to a reading of "Casey at the Bat" by Dennis Ausiello, MD, chief of the MGH Department of Medicine, a former Harvard baseball catcher, and Pat O'Gara, MD, director of Clinical Cardiology at BWH, who was captain of Yale's 1974 baseball team.

— New faces at the MGH

(Continued from Page 1)

Infectious Disease, Neurology, OB/GYN, Plastic Surgery and Psychiatry.

Many of the interns, residents and fellows are selected to train at the MGH through a nationwide matching program. After a rigorous application and interviewing process, a nationwide computer program — which compares hospital preferences with those of graduating medical students — assigns applicants to teaching hospitals. "The MGH has a long tradition of superb educational programs, and is fortunate to attract the best and brightest medical students to train at the hospital," says Debra Weinstein, MD, director GME for Partners. "The MGH's deep commitment to providing excellent patient care is a key element in training the next generation of physician leaders." ●

MGH Cancer Center program receives grant

The MGH Network for Patients and Families of the MGH Cancer Center recently received a $500 grant from New England Financial, a financial service company headquartered in Copley Square. The grant was awarded as part of the company's Community Action Recognition grant program. The program recognizes employee volunteerism and provides additional funds to organizations in which employees are involved. Win Hodges, an associate at New England Financial, whose volunteerism with the Network was recognized by the grant program, stated, "In donating, we find the satisfaction of helping others as well as helping ourselves."

From left, Win Hodges, Sally Hooper, MSW, LICSW, of the MGH Network for Patients and Families, and Mary Ann Brown, president of New England Financial.

The MGH Network for Patients and Families is a peer support program that provides counseling resources to patients, family members, partners and friends living with a diagnosis of cancer.

WHAT'S HAPPENING

Applications for Support Service Grant program

The MGH Diversity Committee, chaired by James J. Mongan, MD, president of the MGH, is pleased to announce that the Support Service Employees Grant program is accepting applications.

The program was developed to help employees fulfill career goals by improving current job performance or advancing into other positions. In addition to financial assistance, grant recipients receive individualized support from a designated mentor. To apply, an employee must have worked at the MGH for at least two years in a support service position, be benefits-eligible and in good standing. Applications are due Aug. 10. To request an application packet, contact Nancy Marttila at 4-3055.

Design and conduct of clinical trials course

The Education Unit of the Clinical Research Program (CRP) in collaboration with the MGH Cancer Center, will offer an intensive course, "Design and Conduct of Clinical Trials," twice weekly during September and October from 5 to 6:30 pm. The goals of the course are to survey the theory and practice of clinical trials, to review design and conduct of clinical research, and to enable participants to conceive, plan, propose and develop effective clinical trials. This course is ideally suited to second-year fellows and junior faculty pursuing clinical research. A $50 course registration fee is required. For more information and registration materials, visit the CRP website, *crnet.mgh.harvard.edu* or contact Lee Leahy at 6-3310.

Cancer Center program

The Cancer Center Patient and Family Support Program will be offering a seminar, "Parenting in Challenging Times: Drop-in Support Group for Parents" July 27, 11 am to noon. Paula Rauch, MD, will facilitate the group in the Cancer Resource Room, Cox 1. Rev. Michael McElhinny, will lead a program "Spirituality: Faith, Why Me?" also July 27, 12 to 1 pm. For more information, call 4-1822.

Quit smoking program

The MGH Quit Smoking Service will offer a program beginning Aug. 10, 5:30 pm, and will meet every Tuesday for eight weeks. Topics include information about nicotine replacement and Zyban, preparing to quit, coping with stress without cigarettes, and relapse. A telephone support line is available. For more information, call Sharon Floramo at 6-7443.

MASSACHUSETTS
GENERAL HOSPITAL

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Victoria Brady, editor, at 4-6433;

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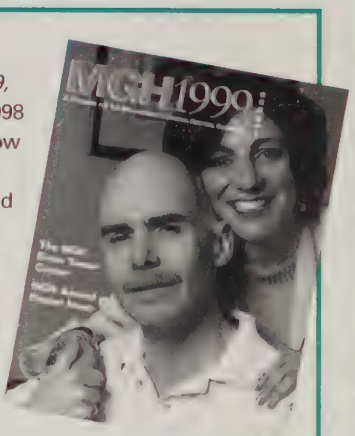
MGH1999 now available



The summer issue of *MGH1999*, which includes the hospital's 1998 annual report information, is now available. This issue focuses on some of the MGH's research and breakthroughs during the past year. Copies of *MGH 1999* may be picked up at information desks on the main campus, at the health centers and at other locations throughout the hospital. For more information, call 6-2206.

MGH Imaging - Chelsea extended hours

MGH Imaging-Chelsea, a community-based CT Scanner, located at 100 Everett Ave., Chelsea, has extended evening hours until 9 pm, Monday through Friday. Saturday hours are from 8 am to 4 pm. To schedule a patient or for more information, call (617) 884-1199.

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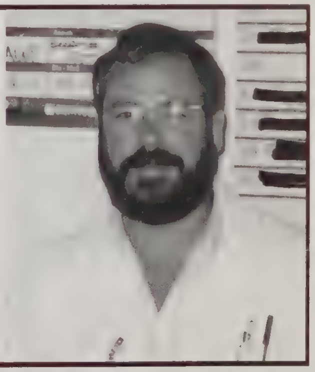
Sandy Feng, MD, PhD, assistant professor of surgery at Harvard Medical School, received the American College of Surgeons Faculty Research Fellowship, awarded by the Board of Regents. Feng was one of eight to receive this prestigious fellowship.

Anne Louise Oaklander, MD, of MGH Anesthesia, was one of three HMS-affiliated doctors who received a Beeson Scholarship from the American Federation for Aging. Oaklander received the $500,000 award for her research on the causes of chronic pain in the elderly. This was the first time the award was given to a pain researcher.

Jeannie Lee, MD, PhD, of Molecular Biology at the MGH, was one of 20 of America's most promising biomedical researchers to be named a 1999 Pew Scholar in Biomedical Science. Lee was recognized for her work in transcription/gene expression. Stephen Blacklow, MD, PhD, of BWH, also was named.

In memoriam



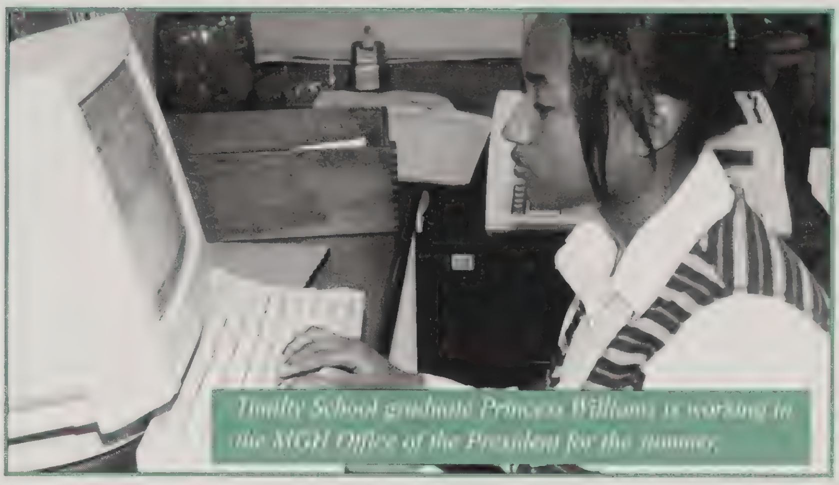
There will be a memorial service for Jeff Stout, an MGH registered respiratory therapist, July 29, 1 pm, and an evening service at 9 pm in the Chapel on Ellison 1. Stout worked at the MGH for more than 18 years. For more information, call 4-4480.

July 30, 1999

MGH**HOTLINE**

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH/Timilty Partnership awarded grant



Timilty School graduate Princess Williams is working in the MGH Office of the President for the summer.

The James P. Timilty School in Roxbury and the MGH have worked in partnership for 10 years to provide students with opportunities to learn about science and hospital staff with a chance to grow as mentors and role models. This relationship between the school and the hospital will continue thanks to a $300,000 grant from the Howard Hughes Medical Institute (HHMI).

The MGH is one of 35 research institutions across the country to receive a portion of $12.7 million in grant money, allocated to enrich science education in local schools.

"We are pleased to be one of the institutions to benefit from the generosity of HHMI," says Carlyene Prince, administrative director of the MGH/Timilty Partnership at the MGH. "Our goal over the next four years is to continue working with the school to create a comprehensive model for hands-on science education."

The MGH/Timilty Partnership, which celebrates its 10th anniversary this academic year, pairs students with MGH staff in a variety of mentoring and career-exploration programs. MGHers act as mentors to students, who are preparing projects for annual science fairs at the school, city and state level, and frequently go to the school to offer guidance and advice. Students also visit MGH staff and "shadow" them in the workplace for a day to learn about the career paths that exist within the hospital.

"The benefits of this business education partnership are reciprocal," says Prince. "For many MGH staff, the interaction with students challenges stereotypes and perceptions often associated with urban youth. For students, the program gets them interested in science-related careers."

MGH mentors work in a variety of other roles in the partnership, such as judging at the Timilty Science Fair, speaking at the school and "adopting" a sixth-grade science class, as Mia MacCollin, MD,

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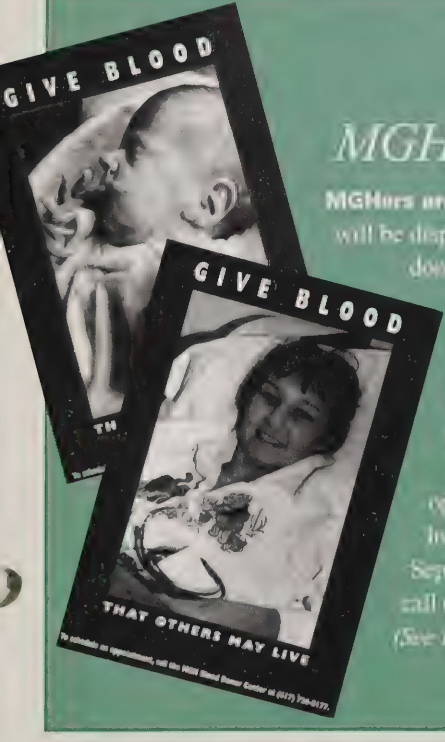

GIVE BLOOD
TH
GIVE BLOOD
THAT OTHERS MAY LIVE
To schedule an appointment, call the MGH Blood Donor Center at (617) 726-8177.

MGH employee blood drive campaign in full swing

MGHers are encouraged to keep their eyes open for the MGH Blood Donor Center's new posters, that will be displayed throughout the hospital as part of a long-term effort to increase the rate of employee blood donation. Along with the new educational posters, the campaign also includes a series of newsletter articles and e-mail messages, as well as raffle prizes and incentive gifts for employee donors.

The actual process of giving blood takes about 20 minutes, and a unit of donated blood can help as many as three patients. Requirements for blood donation include: general good health; age 18 or over; weight of at least 100 pounds; no dental work within 24 hours; no body piercing, tattooing, acupuncture or electrolysis within the past year; and other health factors.

Located on the first floor of the Gray/Jackson Building, the MGH Blood Donor Center is open Monday through Thursday, 8:30 am to 6:30 pm, and on Friday, 8:30 am to 4:30 pm. In addition, the Blood Donor Center will be sending the mobile blood bus to MGH East/CNY Sept. 16 and Nov. 11 as a part of the employee blood drive. For more information about blood donation, call 6-8183.

(See Page 2 for more about blood donation.)

MGH loses a close friend

Melvin and Bunny Nessel

Barbara "Bunny" Nessel of Palm Beach, Fla., a longtime friend and supporter of the MGH, died July 27 at her home in Boston after a nine-year battle with breast and liver cancer.

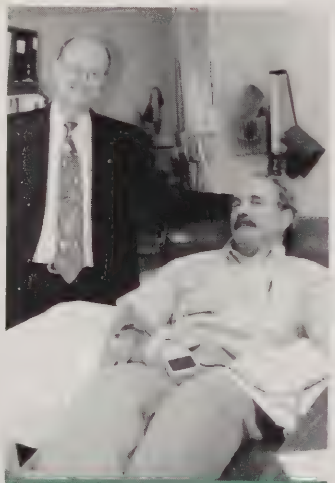
She and her husband Melvin have been closely associated with the MGH for more than 30 years. Their numerous contributions to the hospital include an extraordinarily generous $10 million commitment in 1997 to the MGH's cancer services. In recognition, the MGH named its inpatient and outpatient cancer program, The Barbara and Melvin Nessel Cancer Services.

During their years in Boston, and even after the couple made a second home in Palm Beach, the Nessels claimed the MGH as their hospital. Bunny Nessel's cancer team included internist James J. Dineen, MD, and oncologist Donald S. Kaufman, MD, and in Palm Beach, oncologist Neal Rothschild, MD, and internist Bruce Moskowitz, MD, of the Partners-affiliated University Clinical Associates.

"Over the years, Bunny Nessel has been one of the hospital's dearest friends and supporters," says James J. Mongan, MD, president of the MGH. "Through her generosity and kindness, she leaves us with an outstanding legacy to help cancer patients and others for years to come."

Adds Samuel O. Thier, MD, president and CEO of Partners HealthCare, "Bunny's courage was an inspiration for cancer patients everywhere. Her warmth and kindness will be missed." Bunny Nessel is survived by her husband, a son and daughter-in-law John and Mary Nessel and two grandsons, Alex and Aaron Nessel. ●

Lending a helping hand (or arm) for blood and platelet donation



Morin with Richard Carson, director of Operations for the MGH Blood Donor Center, standing.

Clayton Morin, a safety engineer from Essex, Mass., recently donated platelets at the MGH Blood Donor Center. Platelet donation is accomplished through a process called pheresis, in which whole blood is withdrawn from a donor, platelets are separated out from the whole blood (consisting of red and white blood cells, platelets and plasma) and the remaining blood components are returned to the donor.

Platelets are used in treating certain cancer and transplant patients, people with blood disorders such as aplastic anemia, and for a variety of surgical procedures. During chemotherapy and radiation, both cancer cells and healthy cells are destroyed, so patients need platelet transfusions to prevent bleeding or to fight infections. A single donor can provide enough platelets for one or two transfusions. Because the process can take almost three hours, recruiting platelet donors can be difficult.

"It is extremely important that we keep our blood and platelet supply at a safe and adequate level," says Carson. "We would like to encourage employees and visitors to help us ensure that our patients get the very best care possible by donating blood and platelets." ●

MGH Police and Security Department honored

The MGH Police and Security Department recently was honored with the International Association for Healthcare Security and Safety (IAHSS) "Lindbergh Bell" award. The department received the international award for providing outstanding health care security services. Establishment of programs in the area of crime prevention, risk management, training, innovation and application of contemporary technology are a few of the aspects that the IAHSS looks for when bestowing this award. The IAHSS also requires that a program is comprehensive, progressive, results-oriented and cost effective. The MGH Police and Security Department met all of these criteria and was honored at the annual meeting of the IAHSS in June, where several members from the department were recognized.

Bonnie Michelman, director of MGH Police and Security, John Driscoll, manager of Operations for the department, and Edward Flores, president of IAHSS.

—MGH/Timilty Partnership awarded grant

(Continued from Page 1)

and members of the Department of Neurology did. Students have helped the department with research on Huntington's Disease.

"The program was a way to involve the entire department in a long-term project with the students," says MacCollin. "I love to see kids get excited about science and understand that it is a fun endeavor."

Harry Orf, PhD, director of the MGH Molecular Biology Labs, and his colleagues actively participate in the partnership, running family science activity nights at the school. "Through the partnership, we can expose the students to a professional job experience," says Orf. "They are at the perfect age. They are capable of understanding the workplace environment but young enough to remain open-minded about learning."

Princess Williams, a 14-year-old graduate of the Timilty School and participant in the partnership for two years, found a new appreciation for science. "Working in the Science Fair Mentoring Program made me want to improve in science classes and showed me how important science is," says Williams. "It's part of your everyday life."

Williams, who won second place in the Massachusetts State Science Fair, says the guidance and caring she received from her mentors, Isabel McMorrow, PhD, of the Transplantation Biology Research Center, and Karlotta Fitch of Neurology, went a long way in developing her top-notch projects. "They gave me more confidence in myself and my projects."

A mentor in the MGH/Timilty Partnership for 10 years, Orf can't resist a smile when he hears from one of his former students. "I enjoy the one-on-one interaction with young people," says Orf. "It keeps me mentally young."

Volunteers are needed for various programs — from one-day events to long-term mentoring — during the 1999-2000 school year. MGHers interested in getting involved at any level can contact the Partnership office at 4-3210.

For more information about the grant, visit the HHMI website at *www.hhmi.org/precollege99.* ●

Solving medical mysteries through autopsies

About a year ago, a man came to the MGH with unexplained pain in his abdomen and leg. Despite the efforts of his medical team, he died within a few hours. An autopsy, performed to find the cause of his unexplained death, showed that his aorta had torn and blood was traveling along an abnormal path to his legs. The condition, while sometimes treatable, is often difficult to diagnose.

The ability of an autopsy to give conclusive answers to a patient's illness is why the MGH still continues the practice though many community hospitals have given up autopsies altogether.

Autopsies are performed to determine a cause of death and to study disease. In cases of homicide, suicide or accidental death, certified MGH pathologists perform autopsies for the state medical examiner, seeking a cause of death and any evidence of alcohol or drugs in the body. By state law, no permission is needed from a family for autopsies in medical examiner cases.

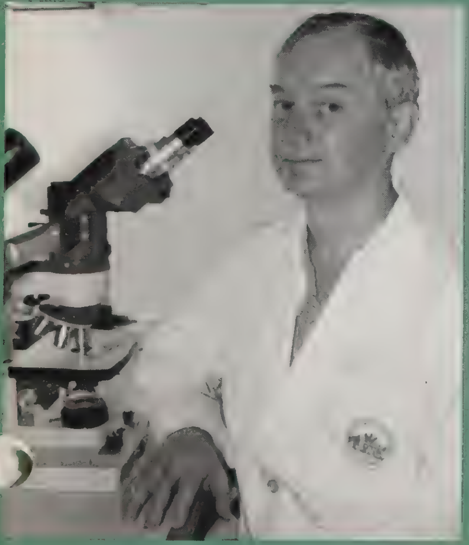
Over the years, the number of autopsies done at the MGH has declined. Of patients who died in the hospital last year, only 15 percent were autopsied, a total of about 300 patients.

There are a number of reasons for this decline, says Eugene Mark, MD, director of Autopsy Service in the Department of Pathology and district medical examiner. Family members must give permission in order for an autopsy to be done, and some families are reluctant because they believe their loved one has "suffered enough" or they are worn out emotionally. Some decline autopsies for religious reasons or because of misconceptions about autopsies. An autopsy doesn't delay burial, Mark says. Nor does it prevent an open-casket funeral — no signs of an autopsy are visible. There is no charge to the family for an autopsy of any MGH patient, even if that person died elsewhere.

What relatives sometimes fail to realize is that an autopsy may help them make sense of the death of a loved one, Mark says. The autopsy may find evidence of a hereditary disease or an infectious illness. Autopsies also aid physicians and researchers in understanding illness and finding better treatments.

Of the autopsies performed last year, about 20 percent revealed a clinically important finding. Another 30 percent resulted in findings that were unexpected, although of uncertain significance.

"I think an autopsy is beneficial because most families will say, 'What good can come of this death?'" says Mark. "But the autopsy may answer some of their concerns, and the information gained almost certainly will help patients in the future. That's a way that something good can come from a loved one's death."



Eugene Mark, MD

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WHAT'S HAPPENING

MGH Chelsea to participate in Latin American Festival

The MGH Chelsea HealthCare Center will be participating in the annual Chelsea Latin American Festival sponsored by the Latin American Cultural Association at the Mystic Mall, (across from the health center at 151 Everett Ave). MGH Chelsea will host tables located under a festival tent with educational information, health screenings, raffles and other activities Aug. 7, 2 to 7 pm, and Aug. 8, 2 to 5 pm. For more information, call Marisol Santiago at (617) 887-3513.

Pew Scholars Program in Biomedical Sciences

Preliminary applications for institutional nominations are now being accepted by the MGH for the Pew Scholars Program in the Biomedical Sciences for 2000. The award is given for research in basic and clinical sciences relevant to the advancement of human health. The award is for $50,000 per year, for four years, with a start date of July 1, 2000. Applicants must be current junior faculty members who will not have been full-time faculty members for more than three years as of July 1, 2000. Applications will be considered by the Subcommittee on Review of Research Proposals, with final approval of the nominee by the Executive Committee on Research. Applications are due Sept. 22 at Research Management, Bartlett 305. For more information, call Karen Durant Faria at 4-2724.

Cancer Center program

The Cancer Center Patient and Family Support Program (PFSP) will be offering a seminar "A Patient's Perspective on the Workplace During and After Treatment" Aug. 10, noon to 1 pm. The seminar will be held in the Cancer Resource Room on Cox 1. For more information, call 4-1822.

IN GENERAL

William Baker, vice president of the MGH Vincent Memorial Hospital and a captain in the Naval Reserve, recently served aboard the USS Mount Whitney. Baker was responsible for medical planning during fleet exercises involving 30 ships and more than 15,000 sailors, soldiers, marines and airmen.

James Herndon, MD, Partners chairman of Orthopædics, was recently named first-president-elect of the American Orthopedics Association. He will serve as president for the year 2000.

Brett Bouma, PhD, of MGH Dermatology, recently was awarded a grant in biomedical engineering from the Whitaker Foundation. His research focuses on subcellular resolution endoscopic microscopy.

The American Heart Association awarded a fellowship to **Soley Argani, MD,** of the MGH Department of Medicine. The fellowship began in July 1998 and will run until June 30, 2000.

Spyros Artavanis-Tsakonas, PhD, director of the Program in Developmental Biology and Cancer at the MGH, was recently named the first incumbent of the Kurt J. Isselbacher-Peter D. Schwartz Professorship in Oncology at Harvard Medical School.

New search function for Public Affairs homepage

The "News and Publications" section of the MGH web site now offers a search function. MGHers, patients and other web surfers can conduct a keyword search for press releases going back to 1997 and *Hotline Online* back to Dec. 4, 1998. Users can easily locate information about a specific event or topic sorted in order of relevance and by date. For example, by entering the keyword "cancer," links to all articles and press releases referring to cancer will be displayed. The search function also gives tips to make research faster and more convenient. For more information, call 6-2206, or visit the Public Affairs site at *www.mgh.harvard.edu/pubaffairs.*

MASSACHUSETTS
GENERAL HOSPITAL

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A mother's memory helps raise funds for melanoma research

Frank Haluska, MD, PhD, *below left,* of MGH Oncology/Hematology and director of the Melanoma Research Center, along with George, Scotty and Ken Carpenter, were four of the 250 people participating in the first annual Sunflower Golf Tournament in Townsend, Mass., June 24. The tournament was organized by Scotty Carpenter, with the support of family and friends, in memory of his mother, Pat Carpenter, who died of melanoma. The tournament raised more than $14,000 for the Melanoma Cancer Research Fund at the MGH. Haluska was Pat Carpenter's oncologist.

"Whether it's my mother or the guy down the road, cancer is touching everyone," says Scotty Carpenter. "We're already planning next year's tournament."

August 6, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH backs nuclear pharmacy legislation

Legislators on Beacon Hill soon will decide whether certain patients across the state will benefit from a radioactive imaging agent manufactured at the MGH for the detection of some cancers and other diseases.

For the past 10 years, the MGH has produced and used a radiopharmaceutical known as F-18 fluorodeoxyglucose (FDG), which is a diagnostic imaging agent used to detect cancerous lesions by Positron Emission Tomography (PET) scanning. Because the equipment required to produce FDG is highly specialized, the MGH is the only facility in the region that produces it. Now that smaller hospitals in the state have equipment capable of imaging with FDG, there are numerous requests to the MGH for this drug.

To begin the process leading to commercial distribution of the drug, the MGH applied for a license from the Department of Public Health and the Massachusetts Board of Registration in Pharmacy in November 1997. The state

(Continued on Page 2)

Three-year-old MGH patient recovers from summertime accident

It started as the usual summertime fun for 3-year-old Ruby Walls, her brother, sisters and cousins as they played at their home in Sudbury, Mass., July 27. However, the fun came to an end when Ruby's father, John Walls, noticed she was missing and immediately began searching for her. Walls soon found his daughter face down on the bottom of the family's pool.

He jumped into the pool to rescue his daughter and then ran into the house to call 911.

Ruby's older brother Joey, 13, immediately began performing CPR on his little sister. Joey learned CPR last year through the Boy Scouts, helping him to earn a merit badge. John Walls relayed instructions from the 911 operator to Joey, but the boy appeared to be one step ahead with the CPR procedures. Both father and son continued CPR until emergency personnel arrived to bring Ruby to Emerson Hospital in Concord.

> **"WE WOULD LIKE TO ENCOURAGE PARENTS AND EDUCATORS TO TEACH CHILDREN CPR. SOMEONE TOOK THE TIME TO TEACH JOEY, AND THAT HAS MADE ALL THE DIFFERENCE IN OUR LIVES."**
>
> ***— JOHN AND LAURA WALLS***

Later that evening, Ruby was transferred to the MGH, where she was admitted to the Pediatric Intensive Care Unit in critical condition. Fortunately, she made a quick recovery and was discharged Aug. 4.

"We are happy to report that Ruby is doing very well. She is a fighter and has made a remarkable recovery by everyone's standards," said John and Laura Walls in a prepared statement issued July 30. "Thanks to the doctors and nurses at the MGH, she has made a quick and strong recovery."

The Walls add that, because Joey learned CPR and remained level-headed and focused during the crisis, he was able to help save his sister's life. "We would like to encourage parents and educators to teach children CPR," said the Walls. "Someone took the time to teach Joey, and that has made all the difference in our lives." ●

Ruby with her parents.

— MGH backs nuclear pharmacy legislation

(Continued from Page 1)

Board of Registration in Pharmacy indicated, however, that for the licensing process to move forward, the Nuclear Pharmacy Act of 1985 must be amended by the state legislature.

The act contains language that requires a nuclear pharmacy to be independent from any other business. This language is similar to wording in the retail pharmacy laws that prohibited supermarkets and department stores from operating retail pharmacies. Following a lawsuit against the Board of Registration in Pharmacy, that language was eliminated from the retail pharmacy laws but not from the nuclear pharmacy laws. As the law currently stands, the MGH is prohibited from distributing these drugs because the MGH Nuclear Pharmacy is not independent and separate from the hospital.

At the request of the MGH, Rep. Salvatore DiMasi (D-Boston) and Sen. Mark Montigny (D-New Bedford) introduced legislation, H-2512 and S-478, to remedy this problem. Ronald J. Callahan, PhD, of MGH Radiology, testified June 29 on behalf of these identical bills at a hearing of the Joint Committee on Health Care.

According to Callahan, the physical half-life — the amount of time necessary for the radioactivity to decrease to half of the initial activity — of fluorine 18, the radioactive element in FDG, is only 109 minutes. "This means that, for effective use of this radiopharmaceutical, it must be produced close to where it will be administered to patients," he says. "So the key to making this drug widely available is a combination of regional production facilities, like the one at the MGH, and in-house imaging equipment at community hospitals and clinics."

On July 1, the Committee consolidated the two bills and issued a favorable report on S-478, which is now in the Senate Ways and Means Committee. "Getting this bill out of the Health Care Committee and into Ways and Means is an important step in the process, and we will continue working with the legislature to move this bill forward," says Jeff Lockwood of Partners Government Relations.

Callahan adds that, as soon as the legislature approves the bill, the MGH can begin dispensing FDG throughout the region. "FDG is a very important diagnostic imaging agent," he says, "and as soon as we can make this procedure more widely available, the better it will be for patients who need it." ●

Liberthson, front row, second from left, with visiting North Korean physicians.

North Korean physicians find common ground at the MGH

Six leading cardiologists and cardiac surgeons from North Korea visited the MGH as part of a tour of several major American hospitals July 21, 22 and 23. The trip was organized through the American Friends Service Committee, and Richard Liberthson, MD, of MGH Cardiology, director of the Congenital Heart Program and president of the International Society for Adult Congenital Cardiac Disease, organized the North Korean physicians' tour of the MGH.

The three-day visit consisted of a hospital tour, extensive discussions with cardiologists and cardiac surgeons, and observations in the catheterization, electrophysiology and ultrasound laboratories and the operating rooms. "The most valuable aspect of the visit," says Liberthson, "was that they had the chance to see us as physicians and surgeons in a caring setting for patients. We met with them over a common interest to improve the care of our patients."

Liberthson is excited about the possibility of future interactions. The physicians returned home with textbooks, articles, advanced cardiology equipment and ideas from MGH cardiologists and researchers. "The more you know and understand other physicians and facilities," says Liberthson, "the more likely you will foster closer ties for the benefit of patients."

MGH "Flying Fish" program does swimmingly

Tracy Sgro and Melinda Stein *(shown above)* are just two of the 5 million children in the United States who suffer from asthma. Asthma is one of the leading reasons children below the age of 18 years are brought to emergency rooms on a daily basis. For children living with asthma, the family pet, a leisurely walk or even dust can be the catalyst for a life-threatening asthma attack.

Kenan Haver, MD, an MGH pediatric pulmonologist, is helping kids learn to manage their asthma with "The Flying Fish," an asthma education and swimming program. Through games such as asthma BINGO and Twister, 15 children, ages 6 to 12, learn how to better handle their asthma, so they can lead normal, healthy lives. "The goal of the Flying Fish program is for the children to have fun, learn about ashma and enhance their self-esteem while improving their swimming skills," says Haver.

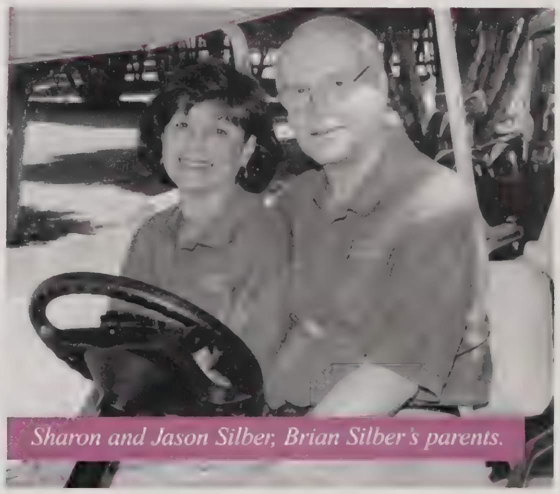
The program, a joint venture between the Partners Asthma Center and New England Medical Center's Floating Hospital for Children, is five weeks long and is held on Fridays at the YMCA in Charlestown. It is sponsored by Sepracor Inc.

Young man's legacy benefits spine tumor patients at the MGH

At a second annual golf tournament in memory of Brian D. Silber of Peabody, Mass., more than $75,000 was raised for the Spine Tumor Clinic at the MGH — continuing an effort that Silber himself started.

Silber died of a spinal cord tumor, a rare form of cancer, three years ago at age 28. Before his death, Silber came under the care of Jay Loeffler, MD, then at BWH. Loeffler has since joined the MGH as director of the Northeast Proton Therapy Center.

When it became clear Silber would not beat the cancer, he decided to provide the [illegible]ns to help others do so. He approached Loeffler about creating a research fund for [illegible]al cord tumors. In February of this year, the fund helped open the Spine Tumor Clinic at the MGH, which now is a part of the hospital's Brain Tumor Center. ●



Sharon and Jason Silber, Brian Silber's parents.

WHAT'S HAPPENING

Registration for the coder development program

Partners Corporate Training and Northeastern University are holding registration for fall courses related to the new Clinical/Medical Coding Certificate Program at Northeastern University. Registration will take place in the main corridor next to Coffee Central Sept. 9, 3:30 to 6 pm. The courses offered this fall are Anatomy and Physiology and Medical Terminology. For more information, call Kenya Gilmore at Partners Corporate Training, 6-2230.

Primary Care website

The MGH primary care physicians and practices have created a website to allow Internet users to learn more about their services. The primary care homepage can be accessed at *www.massgeneral.org/primarycare.* MGHers will soon be able to choose a physician or make appointments through the website. For more information about the site, call 4-0317.

Spaulding offers course for nurses

Spaulding Rehabilitation Hospital will offer a 12-week course, "Rehabilitation Nursing: Process and Principals," this fall. The course is designed to provide a strong foundation for nurses who specialize in rehabilitation. Participants will learn how to prepare for the Certification Examination in Rehabilitation Nursing. Classes will meet Tuesday evenings, Sept. 14 to Nov. 30, 4 to 6 pm at Spaulding, 125 Nashua St. For more information, call 573-2390.

Cancer Center programs

The Cancer Center Patient and Family Support Program will offer a seminar, "A Patient's Perspective on the Workplace During and After Treatment" Aug. 10, noon to 1 pm. Another seminar, "Exercise Before and After Treatment," will be held Aug. 12, noon to 1 pm. Both seminars will be in the Cancer Resource Room on Cox 1. For more information, call 4-1822.

Coordinator seminar series

The Clinical Research Program is hosting an information session presented by Corporate Sponsored Research & Licensing (CSRL) Aug. 26, 11:45 am to 1 pm in the Wellman 101 conference room. Jacky Guthrie and Elizabeth Dana will discuss the role of CSRL in the startup of industry-funded clinical trials. Lunch will be provided. To register, call 6-1669.

MASSACHUSETTS GENERAL HOSPITAL

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Treadwell Library class

The Treadwell Library will offer a class providing a user-friendly way to search the Medline database using Ovid, Aug. 11 at 11 am in the Treadwell Library conference room. To sign up for the session or to request an individual or group session, call 6-8600.

MGH Cancer Center symposium

The MGH Cancer Center will present a symposium, developmental biology and cancer, sponsored by the Massachusetts Biomedical Research Corporation, Sept. 13, 8 am to 5 pm, at the American Academy of Arts and Sciences in Cambridge. To register, send a check for $25, made payable to the MGH, to Kate Balcke, MGH Cancer Center, CNY, Building 149, room 7206. For more information, call 4-7015.

Open house for Founders MRI

There will be an open house for the two new MRI scanners located on the first floor of Founders House, Room 138, Aug. 11, 1 to 3 pm. MGHers are encouraged to tour the facilities, get information on new scheduling options and have refreshments. For more information about the new scanners, call Rich Guarino, MRI operations manager, at 4-4220 or send e-mail to *rguarino@partners.org.*

From left, Esposito, Frank and Tammy Green and Wilkes.

Room dedication

Grateful for the care he received at the MGH several years ago, Frank Green and his wife Tammy, of West Newbury, Mass., recently made a generous gift to the MGH Fund, the hospital's annual fund. With the gift came the opportunity to name Room 702 on the Ellison surgical floor. Rather than name the room for themselves or family members, the Greens chose to honor two MGH employees with whom they credit much of Green's quality care — Anne Esposito of the MGH Development Office, who helped coordinate his care, and Barbara Wilkes, RN. "MGH caregivers became like family to me," says Green. "When I left the hospital, I missed everyone."

August 13, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Celebrating little lives saved

Healthy children are born every day at the MGH with relative ease, but sometimes infants enter this world in distress and require the extra help of modern technology, coupled with the life-saving skills of MGH staff. One of the inventions that helps save full-term newborn patients whose heart or lungs are failing is ECMO (Extracorporeal Membrane Oxygenation) therapy. The ECMO machine, which does the work of the lungs, restores oxygen to the bloodstream and provides a period of "rest" for immature or damaged lungs.

Over the years, hundreds of lives have been saved at the MGH using this therapy. More than 40 of the survivors — mostly newborn and pediatric patients and some adults — recently joined members of the MGH staff to celebrate that survival at a special picnic in Milton, Mass. In its ninth year, the picnic gives patients who were treated with ECMO and their families the opportunity to visit with other "ECMO" families, as well as with MGH respiratory therapists, Neonatal Intensive Care Unit (NICU) and operating room nursing staff, and the physicians who provided the live-saving therapy and care.

"The respiratory, nursing and physician staffs are repeatedly challenged while caring for patients with illnesses critical enough to require ECMO support," says Pat English of Respiratory Care Services, coordinator of the ECMO

(Continued on Page 3)

ADVANCES

New computer model supports the importance of annual mammograms

The fact that a woman has had a mammogram "within the past few years" is not sufficient to protect her from breast cancer, says a group of MGH researchers. In a study published in the August issue of *Radiology,* the investigators show that the interval between mammograms may be the most critical factor for reducing the breast cancer death rate. The conclusions are based on a new computer model developed by James Michaelson, PhD, of the MGH Cancer Center, in collaboration with Elkan Halpern, PhD, and Daniel Kopans, MD, MGH director of Breast Imaging. The model suggests that, if women had mammograms more frequently than most of them currently do, more tumors would be discovered at a stage when they are curable by surgery and radiation.

"The findings described here suggest that screening, if used frequently enough, has the potential to reduce breast cancer deaths dramatically beyond what has already been shown in trials of screening mammography," says Michaelson. He and his colleagues note that, while MGH physicians consistently have urged prompt annual screening, those women who have come to the hospital for their mammograms actually wait an average of a year and a half between examinations, with many going two, three or more years between screenings.

Kopans adds, "I suspect that many women find it easy to delay having their mammograms — healthy people are rarely anxious to go looking for cancer. This model suggests, however, that the time between screenings is actually extremely important. If we are to save the most lives possible, women need to comply with the general recommendation of a prompt yearly mammogram." ●

From left, Shelly Amira, administrative director for MGH Geriatrics, Culver and Piatek.

Continuing a tradition of teaching

The MGH is well known for teaching the next generation of physicians and other health care professionals. This summer, the MGH Human Resources Department gave college students an opportunity to learn about the administrative functions of a major hospital through a new internship program.

Twenty-seven students from colleges across the country participated in the 12-week pilot program that introduced them to various administrative and clinical departments.

"Every year, we get requests from students for internship placements, but we haven't had a formal, centralized program in place before," says Suzanne Culver of MGH Human Resources, who coordinated the program. "With this program, we were able to have a structured application process and developed guidelines to place the students in departments that fit their majors or areas of interest."

Allison Piatek, a student at Holy Cross in Worcester, spent her internship with MGH Geriatrics, which matches her interest in gerontology, the study of aging. "I've had a good experience here," says Piatek. "I've learned a lot from the entire staff and have had the opportunity to work in the outpatient practice, a nursing home, a retirement community and the billing office."

In addition to working in various departments throughout the hospital, the interns also had the opportunity to tour hospital facilities, such as the operating room suites, the new Northeast Proton Therapy Center and the Ether Dome.

Revere
C•A•R•E•S
Community Awareness,
Resources and Education
to Prevent Substance Abuse
supported by: MGH Community Benefits & MGH • Revere Healthcare Center

MGH Revere HealthCare Center hosts awards ceremony

As a founding member of the Revere CARES (Community Awareness, Resources and Education to prevent Substance abuse) coalition, the MGH Revere HealthCare Center sponsored a special awards ceremony to recognize organizations that help reduce alcohol and drug abuse among Revere youth. Honoring the Revere Chamber of Commerce, the Revere Rotary Club and the Revere Public Schools Partnership, the event was part of Revere's celebration of "National Night Out," which supports the efforts of community groups that keep neighborhoods free of crime and drugs.

The Revere CARES coalition was initiated four years ago by the MGH Community Benefit Program and MGH Revere HealthCare Center as a community health improvement effort. The MGH Community Benefit Program funds the coalition and supports its goal of reducing substance abuse among Revere's youth by supporting a drug/alcohol educator-counselor at Revere High School, a youth outreach program, a substance abuse specialist at MGH Revere HealthCare Center and Project Sangkhim, a substance abuse treatment program serving Revere's Cambodian population. The Revere CARES coalition includes concerned citizens, service providers, the police, the school system, businesses and health care providers, including clinicians from MGH Revere. ●

Roger Pasinski, MD, medical director of MGH Revere, with Kitty Bowman, director of the Revere CARES coalition and director of Community Benefits at MGH Revere.

MGH Payroll works around the clock

Harvey Simon, *above,* of MGH Payroll, works diligently to repair the Payroll Department's machinery, which recently has been malfunctioning. This machinery processes all of the paychecks that are distributed to MGHers. Employees may not realize it, but in the last few weeks Payroll staff have had to manually sign, fold and stuff all paychecks, which amounts to more than 10,000 envelopes.

"In my 30 years in doing this job — nine of those years at the MGH — I have not missed a payroll, and I don't ever plan to," says John Seale, director of MGH Payroll.

Jadwiga "Aggie" Knight, manager of MGH Payroll, says that some nights in recent weeks, she has stayed at the office until midnight to manually stuff checks with her staff. "It's all part of the job," she says. Knight has been working at the MGH for 33 years and knows the importance of making sure that paychecks are delivered to MGHers every week.

"Everyone here is very dedicated," says Seale. "It is part of our professional pride."

— Celebrating little lives

(Continued from Page 1)

program. "There are times during their illnesses that surviving to live healthy lives seems next to impossible. Seeing so many of the ECMO survivors at the picnic, laughing and enjoying life, makes being a part of the clinical team so rewarding."

Maureen Logue, RN, of the NICU, adds that the annual picnic is a special event for everyone. "The picnic is an opportunity for families to share their experiences as well as for other families and staff to see how well the children are doing year after year."

ECMO therapy was first introduced to the MGH in 1970 to treat severe adult respiratory failure, which at the time, proved ineffective. A decade later, Robert Bartlett, MD, a cardiothoracic surgeon in Irvine, Calif., showed that the therapy could be beneficial in treating certain types of neonatal respiratory failure. Through his efforts, a large network of hospitals collected extensive neonatal research to prove the therapy's benefits to full-term newborns with respiratory failure.

In 1988, ECMO therapy was reintroduced to the MGH for the treatment of newborn respiratory failure. As the management of respiratory failure has evolved, the therapy has been extended again to both children and adults with acute cardiac or pulmonary conditions. ●

Partners physicians play ball

A group of 17 physicians from the MGH and BWH had the opportunity to fulfill their childhood dreams Aug. 6, when they played ball in Fenway Park. The physicians were a part of a day-long fundraiser to benefit Boston's oldest anti-poverty agency, Action for Boston Community Development (ABCD). The team of physicians squared off against a team from Prudential Securities in a six-inning game.

Dennis Ausiello, MD, chief of Medicine at the MGH, who was a catcher during his student years at Harvard, was co-captain of the Partners team with Patrick O'Gara, MD, director of Clinical Cardiology at BWH.

Established in 1962, ABCD serves more than 100,000 low-income Boston residents every year. Its neighborhood programs include Head Start, fuel assistance, adult literacy, child care, job training, education and housing programs throughout Boston. ●

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MGH**HOTLINE**

WHAT'S HAPPENING

MGH Clinical Pastoral Education Program

The deadline for applications for the Winter 2000 MGH Clinical Pastoral Education Program is Sept. 1. As the first such program designed to help health care professionals incorporate spirituality into their clinical care, the program trains caregivers — including physicians, nurses, therapists and social workers — to approach patients about their spiritual beliefs in a nonjudgmental, compassionate way. Six fellowships — two for MGH nurses and four for other direct care providers — are available. For more information about the program, call Rev. Mary Martha Thiel in the Chaplaincy Office at 6-2220.

PeopleSoft training

PeopleSoft online requisition classes are being offered through Dec. 28, Tuesdays, 8:30 am to noon, in Founders room 643. All participants should have a working knowledge of Windows software. To sign up for training, call 4-1388.

Anniversaries of public health agencies

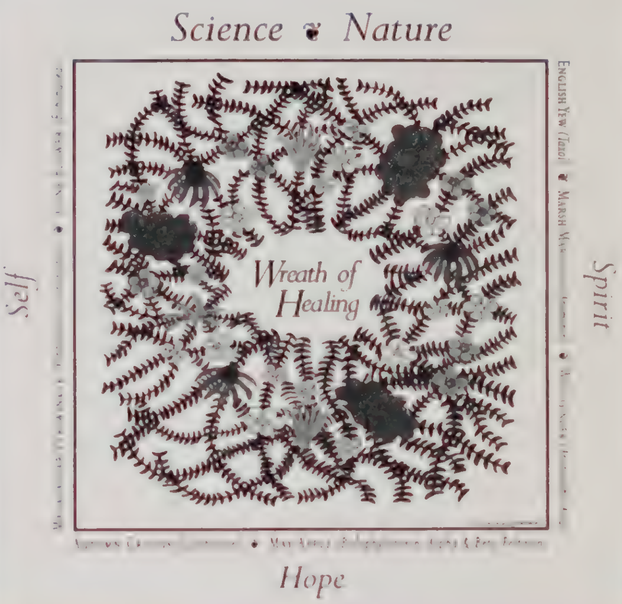
The Massachusetts Public Health Association (MPHA) and the Massachusetts Department of Public Health (MDPH) will celebrate their 120th and 130th anniversaries, respectively, Sept. 15, 2 to 6 pm, at Tewksbury Hospital. The program will feature a Commissioner's Summit moderated by Judith Kurland, the regional director of the U.S. Department of Health and Human Services. Featured panel participants include MDPH Commissioner Howard K. Koh, MD. The program is free to MPHA members, with a $10 donation requested from non-members. For more information, call the MPHA at (617) 524-6696.

Substance abuse talk

Vinnie Scibelli, LICSW, MPH, of the North End Community Health Center, will present a talk on substance abuse Aug. 18, 6 to 8 pm, in the center's third floor conference room. The health center is located at 332 Hanover St., Boston. For more information, call 742-9570.

Golf tournament fundraiser

The second annual Andrew R. Marzilli Memorial Golf Tournament to benefit the MGH Cystic Fibrosis Research Fund and the MGH Lung Transplant Program will be held Sept. 27 at the Hillview Country Club in North Reading. Tee time is 8 am. The cost for a day of golf, including lunch, is $100; $25 for lunch only. Entry forms must be postmarked by Sept 14. Marzilli was a double-lung recipient who died two years ago at age 19. For information about the tournament or to make a donation, call Elizabeth Montgomery at 6-8475 or tournament organizer Barbara Lagorio at (781) 289-6331.



"Wreath of Healing" adorns the MGH Cancer Resource Room

Twice a cancer survivor, Janice Frishkopf, a volunteer for the MGH Network for Patients and Families, knows what hope and spirit are all about. Frishkopf is the designer of the "Wreath of Healing" poster that is being sold for $5 in the Cancer Resource Room on Cox 1. The wreath consists of some of the plants and flowers that are used to create chemotherapy agents that treat cancer. Proceeds from the posters' sales will help fund next year's Network for Patients and Families Cancer Survivor Conference.

Frishkopf

Frishkopf has been involved with art almost her entire life. "Art reaches a wider audience than just cancer patients," says Frishkopf. "It was so wonderful to be able to produce the Wreath of Healing that touches so many people. I feel that I have become part of something that is much greater than myself."

MASSACHUSETTS
GENERAL HOSPITAL

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August 20, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Radiology hosts open house for new MRI scanners

The Radiology Department hosted an open house Aug. 11 for MGHers to view the two new MRI scanners, temporarily located on the first floor of Founders House. The new scanners have tripled the capacity for MRI services at the hospital, allowing for quicker scheduling of MRI exams for inpatients and outpatients.

According to Rich Guarino, BSRT, MR, manager of MRI Services, the new scanners offer the latest in MRI imaging technology. "Many new imaging options are now available, which increase the speed and accuracy of MRI imaging for our patients," he says.

Some of the new imaging options offer improvements such as:

- Faster diagnosis of stroke patients
- Probe spectroscopy, which offers better differentiation of brain pathology
- Improvements in abdominal imaging for better visualization of the liver, pancreas and kidneys
- Improvements to offer noninvasive diagnosis of pathologies of the biliary system
- Capability of improved imaging of the elbow, hand and wrist, as well as, better visualization of joint cartilage
- New capabilities for improved vascular imaging

The new MRI scanners also are meant to supplement the MRI equipment in the Ellison Building and the MGH Imaging Center at CNY. The scanners will remain in the temporary location on Founders 1 until the Ellison 2 MRI suite expansion is completed.

The additional MRI capacity should offer more flexibility for physicians to schedule exams for their patients. MRI Services staff hold several patient exam slots open each day to provide for emergency same-day service.

(Continued on Page 3)

From left, Rich Guarino, BSRT, MR, manager of MRI Services, reviews images with Amy Rullon, BSRT, MR, and Steven Nichols, RTR, CT at the MRI open house.

ADVANCES

Treatment for ADHD may reduce substance abuse risk

Boys with attention-deficit hyperactivity disorder (ADHD) who are treated with medications — usually stimulant drugs like Ritalin — are one-third as likely to develop substance abuse or dependence as are boys with ADHD who receive no treatment, according to an MGH study. The report in the August issue of *Pediatrics* contradicts a common fear that stimulant treatment could open the door to future drug abuse.

"Because the mainstay of ADHD treatment has been potentially addictive, stimulant drugs, there has been a mythology that the use of these medications could 'prime' children to become addicts in the future or could develop a 'culture of drug taking'," says Joseph Biederman, MD, director of the MGH Pediatric Psychopharmacology Unit and lead author of the study. "We have found that the opposite is the case — children who are medically treated for ADHD have a smaller risk of drug abuse than do those who are not treated."

The study analyzed information from interviews with 212 teenage boys and their mothers over four years: 56 with ADHD who took medication, 19 non-medicated participants with ADHD, and 137 participants without ADHD. Analysis of the results showed that boys with ADHD who had not been treated with medication were three times more likely to meet criteria for substance abuse than were those whose ADHD was treated. The risk of substance abuse among those taking medications for ADHD was virtually identical to the risk seen among those without ADHD.

The study's co-authors were Timothy Wilens, MD, Thomas Spencer, MD, and Stephen Faraone, PhD, of the MGH Pediatric Psychopharmacology Unit; and Eric Mick of the Harvard School of Public Health.

Radiation Oncology Unit receives accolades from grateful patient

MGH administration sometimes receives thank you letters from grateful patients who are pleased with the care they receive at the hospital. Below is a letter about the MGH Radiation Oncology Unit from an appreciative patient.

Dear Sir or Madam:

I am entrusting this letter to you in order that some recognition be awarded, applauded and lauded to some wonderful members of the Massachusetts General Hospital staff. Firstly, I chose the MGH for my health care for its reputation as the very best in health care, nationally and internationally. What I received from your community was not only the very best in health care and professionalism, but also the finest and most compassionate group of people.

My difficulty is where to begin, for the entire staff of the Radiation Oncology Unit of the Cox building deserves your highest accolades. The nature of my radiation treatment required 30 visits. Within days of my initial treatments, Wendy (receptionist extraordinaire — balancing greeting patients and phone calls and "other duties") recognized and remembered me by name. Just a little thing but important when you're the "little thing" in this vast facility. When possible, she asked how I was and meant it too. Sincerity cannot be feigned.

The technical staff, who deserves individual recognition, treated me with dignity and humanity while maintaining their complex and professional duties of radiation therapy. With sensitivity and compassion, J.C., Chris, Dina, and Angela — along with Mike, Judy and Lois — served as my "champions" for my six-week radiation protocol. Their kindness was unfailing. My letter cannot rightly or thoroughly describe the depth of their concern for patients.

The volunteer staff, Marijane and Gwen, added to making my daily treatment most comfortable by sharing time and insights with warmth and welcome.

The nursing staff, Robin in particular (and I do apologize for not remembering all their names), shared their expertise and skills to provide me with the knowledge of pain management and healing techniques with patience and unhurried calm.

Lastly, but by no means last, were Andy and Mac, who helped me remain independent by letting me park my car, or in times of great traffic stress, parked my car. Greeting me each day with a nod of recognition and/or smile, these men serve your community well with panache, concern and style.

Hopefully, I have drawn your attention to recognize and to esteem your Radiation Oncology community as kind, sincere and compassionate individuals.

Sincerely yours,

Joan Sprizza

MGH Chelsea employee Norma Soto, with granddaughter Olivia Dorsett, enjoys the Latin American Festival activities.

MGH Chelsea celebrates Latin American Festival

More than 35,000 people visited the annual Latin American Festival, sponsored by the Latin American Cultural Association at the Mystic Mall in Chelsea, Aug. 6, 7 and 8. As a major sponsor of the event, the MGH Chelsea HealthCare Center had a strong presence at the festival with information tables, health screenings, safety demonstrations, raffles and a first aid booth.

"This was the biggest turnout we have ever had at the festival," says Marisol Santiago, of MGH Chelsea Social Services. "This is the largest festival for the Chelsea community all year, and we are very proud to have participated in it for the last four years." ●

— MRI

(continued from Page 1)

"MRI is part of the critical pathway, or series of treatment options, for an increasing number of diseases and conditions," says James Thrall, MD, chief of Radiology. "We are grateful to everyone for bearing with us during the time when we did not have enough capacity. Now we can provide both high-quality care and timely service."

The hours of operation for MRI services at the Founders House and CNY locations are 7 am to 11 pm, Monday through Friday, and 7 am to 7 pm, Saturday and Sunday. The Ellison 2 MRI services are available 24 hours a day, seven days a week. For routine scheduling, call 4-XRAY (4-9729). For same-day requests, call 6-5767, 4-4226 or 4-5356. ●

MGHers reminded to wear ID badges

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Nearly every MGHer likely has been asked at some point: "Excuse me, do you work here?" To help patients and visitors identify employees, MGHers should wear their ID badges at all times.

In fact, hospital policy requires that all MGH staff, employees, students and volunteers wear a hospital identification badge while on duty. The badge is meant to ensure patients, visitors and other hospital staff of the identity and department of the person wearing the badge.

"Wearing ID badges isn't just a random policy instituted by the hospital," says Maryanne Spicer, director of Corporate Compliance. "Our patients have a right to know the names of their caregivers and the departments where they work. Visitors like to know who employees are so they can ask questions. And lastly, our Police and Security Department needs to be able to identify employees for safety reasons."

Bonnie Michelman, director of MGH Police and Security, strongly agrees with that last point. "With so many people passing through these halls every day, having employees wearing ID badges really is the only way to know if people are where they should be," she says. "Whether it is in an administrative area, patient unit or restricted access location, it is important for all employees to wear their badges. In the past, badge compliance has helped our department identify incidents or potential safety issues before they happened.

Spicer also emphasizes that patients particularly need the help of badges to identify employees. "With so many staff and employees dressed exactly alike [illegible] [illegible] or [illegible] [illegible], it can be difficult for patients to differentiate between a doctor, nurse, technician, dietician or support [illegible] [illegible] [illegible] says. "Simply wearing your ID badge can make it easier for patients to know who is caring for them."

Identification badges can be obtained through the Police and Security Department. For more information, call 4-3916.

"FYI" campaign returns to the MGH

The MGH is reintroducing its "FYI" campaign to help keep MGH staff and employees apprised of important information related to working within the hospital community. The campaign will start with a series of FYI posters reminding MGHers to wear their ID badges.

The FYI campaign was introduced to the MGH in 1997 to disseminate information in preparation for the survey of the Joint Commission on Accreditation of Health Care Organizations (JCAHO). That same year, the hospital received its highest rating ever from the JCAHO.

"The FYI campaign really helped us to reinforce key messages, such as patient confidentiality, disaster planning and continuous staff improvement initiatives," says Maryanne Spicer, director of Corporate Compliance and chair of the JCAHO steering committee at the MGH. "We hope to continue this effort to help keep employees informed and educated about their vital roles in providing the best for our patients."

WHAT'S HAPPENING

Dietetic interns graduate

Front row, from left, Sara Fitzpatrick, Cynthia Chiu, Dawn Serrecchia, Jane Chen and Shira Frailich. Back row, from left, Tara Hamond, Lisa Nelson, Michelle Noe, Amanda Wasylik, Melanie Plesko and Sandra VanTubbergen.

The MGH Department of Nutrition and Food Services celebrated the graduation of the 1999 class of dietetic interns at a special ceremony and reception Aug. 12. Eleven interns completed the one-year program, which prepares them for practice in any area of nutrition or food services. Family and friends of the interns attended the graduation along with department staff, Kathleen Creedon, RD, MHPE, internship director, and Helen Doherty, RD, FMP, director of Nutrition and Food Services.

Schwartz Center rounds
All MGH caregivers are invited to the Kenneth B. Schwartz Center Rounds Aug. 27, noon to 1 pm, in the Walcott Conference Room. The topic of this month's rounds is "Are We Connecting with Our Patients or Are We Too Damn Busy?" Lunch will be served starting at 11:45 am. To register, call 4-6862.

English and GED preparation classes available
The MGH and Jewish Vocational Service's Workplace Education Program are sponsoring several adult education classes beginning in September. Registration for GED preparation, English as a Second Language and Reading and Writing in English classes will take place Aug. 23 through 25, 10 am to 4 pm, at the Partners Training Center, 185 Charles River Plaza, second floor. New pre-GED students will be asked to take a GED assessment test. For more information, call Jim Ward at 4-3976.

Golf tournament to benefit Angel Fund
The second annual Angel Fund Golf Tournament will be held Sept. 20 at the Heather Hill Country Club in Plainville, Mass. Cost is $75 per golfer and includes lunch. Proceeds benefit the Angel Fund at the MGH, which provides money for Lou Gehrig's disease (ALS) research. For more information, contact Mary Hartley at (508) 642-0638 or send e-mail to *mmcshart4@aol.com*.

IN BRIEF

David Brewster, MD, of MGH Vascular Surgery, was elected president of the New England Society for Vascular Surgery (NESVS). NESVS is the oldest regional vascular society in the country, and is the professional organization of more than 250 practicing vascular surgeons in six New England states.

James Perrin, MD, of MGH Pediatrics, recently was elected to the National Advisory Council for Health Care Policy, Research and Evaluation. The 16-member council advises the secretary of the U.S. Department of Health and Human Services and the director of the Agency for Health Care Policy and Research.

Nagagopal Venna, MD, of MGH Neurology, recently was honored with the Teacher of the Year Award in Neurology at the MGH for academic year, 1999-2000.

Edith Tagrin, former chief of Medical Illustration at the MGH, is the recipient of the Rancice W. Crosby Distinguished Achievement Award in recognition of her "outstanding contributions to the visual communication of medical science." Tagrin continues to do work for many members of the MGH staff.

MASSACHUSETTS
GENERAL HOSPITAL

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by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office,
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August 27, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGHers can make a difference in Employee Blood Drive

Most employees remember their first day on the job at the MGH. It usually is a memory of excitement, anticipation and even a little anxiety. For Susan Sabia of Patient Care Services (PCS), her first day at the MGH was the day she decided to become a blood donor for the hospital. According to Sabia, who is the editor of the PCS newsletter *Caring Headlines,* it was the employee orientation speech by Richard Carson, director of the MGH Blood Donor Center, that compelled her to try to make a difference.

"Working in a hospital setting as a non-clinician, it's easy to feel there's nothing real you can do to help our patients," says Sabia. "But giving blood gives me a sense of being part of the hospital's overall effort to help people — a sense of contributing in an important and tangible way."

The MGH Blood Donor Center appreciates the contributions of all blood donors — particularly employees. Carson emphasizes in his speech to new employees that, if every eligible MGHer donated blood, the center would never have to purchase blood from outside agencies such as the American Red Cross. "We really rely on our employee donors to help keep our blood supply at a safe level," he says. "Particularly in the summer months when people are on vacation, we need the most help."

In fact, early this month only 30 units were being collected per day — in comparison to the average of 89 units a day that the center usually collects — less than half of what is needed. The summer months are when consistent donors like Sabia are needed the most.

"The Blood Donor Center is literally 300 yards from my office, so it's not an inconvenience for me to donate," says Sabia. "And if I can find the time to have lunch, make a personal phone call, or read the newspaper, then I can certainly find time to do something that is really important, like giving blood."

George Chappell of the MGH Blood Donor Center prepares Sabia for blood donation.

Located on the first floor of the Gray/Jackson Building, the center is open Monday through Thursday, 8:30 am to 6:30 pm and Fridays, 8:30 am to 4:30 pm. Blood drives are also planned at CNY for Sept. 16 and Nov. 11. For more information about blood donation or to schedule an appointment, call 6-8177. ●

ADVANCES

Bone marrow transplant helps patient accept donated kidney, treats cancer

MGH researchers reported this week the first successful use of a combined kidney and bone marrow transplant to treat a patient for both cancer of the bone marrow and related kidney failure. In an article in the journal *Transplantation,* the team led by Thomas Spitzer, MD, director of the MGH Bone Marrow Transplant unit, describes how the procedure both treated the patient's multiple myeloma, which remains in remission almost a year later, and allowed her body to accept the transplanted organ without immunosuppressive drugs.

The accomplishment was based on research from the MGH Transplantation Biology Research Center, directed by David Sachs, MD, and may someday lead to broader use of bone marrow transplants to induce tolerance in organ recipients. More information on this study and its implications will appear in the next issue of *Research Perspectives,* a *Hotline* supplement, which will be published next month.

Strides of survival – a patient's story

Two years ago, Kelly Shaw's life changed unexpectedly. She was on her way home from a vacation when she experienced an uncontrollable seizure in her right arm and her speech became slurred. She was rushed to an emergency room and after many tests was told that she had a brain tumor.

"This was devastating news for me, my family and my friends," says Shaw. "I was in shock. To me, having a brain tumor automatically meant a death sentence."

After the shock subsided, Shaw came to the MGH Brain Tumor Center for help. She underwent brain surgery, and 95 percent of her aggressive brain tumor was removed. She then had 33 radiation treatments and 36 weeks of chemotherapy.

Shaw with Henson

"Thanks to new research, modern medicine and the doctors, nurses and technicians at the MGH, I'm OK now," says Shaw. "But my fight for life isn't over." Shaw comes back to the MGH from her home in Georgetown, Mass., every three months for an MRI to check for a recurrence of cancer. So far, there has been no regrowth of the tumor.

Despite her battle against cancer, Shaw is determined to continue leading a full and active life. Over the last two years, she has traveled to California, Jamaica, Florida, Pennsylvania and Texas — more travelling than she had done her entire life. Shaw is planning a wedding for October, and she and her fiancé, Jim Murphy, just bought a house. And amid the flurry of activity, she has planned a 5K walkathon, "Strides of Survival," to be held Sept. 12 in Newburyport, Mass. to help fund research at the MGH Brain Tumor Center.

"Kelly's brain tumor has responded very well to treatment," says John Henson, MD, Shaw's neuro-oncologist and executive director of the MGH Brain Tumor Center. "Her work to support research at the center is part of the wonderful spirit she has shown in the face of a serious illness."

Shaw admits that she used to be the type of person who let life happen to her, but not anymore. "I am not that same person any longer," she says. "I cannot sit idly by and wait for things to happen. I no longer have that luxury."

For more information about the walk, call (978) 352-6309.

Mock survey helps MGHers prepare for next JCAHO visit

As part of the MGH's ongoing efforts to maintain high standards for all hospital operations, a "mock survey" was conducted in the ambulatory care areas Aug. 11 and 12. The goal of this mock survey and a similar one that took place in July is to identify improvements needed before the next hospitalwide visit from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) in the fall of 2000.

A consultant, contracted by the MGH, reviewed policies and procedures, interviewed staff and observed direct patient care for services such as Gynecology, Cancer, Dermatology and Neurology, as well as the MGH Chelsea HealthCare Center, some patient units and primary care practices.

"These mock surveys provide a good opportunity to see ourselves through the eyes of others," says Maryanne Spicer, director of Corporate Compliance. "They give us the chance to assess our state of readiness and to practice for external review by the JCAHO surveyors."

The Greeley Company, the consulting firm that performed the July mock survey, has reported back recommendations for such improvements as refining patient and family education on details of care, improving patient documentation and increasing use of employee performance evaluations hospitalwide.

Recently, the JCAHO has changed its surveying policies in response to intense public scrutiny of the organization's accreditation process. Significant changes include:

* There will be no advance notice to hospitals for random unannounced surveys.
* Random surveys will be conducted any time from nine to 30 months after the routine survey every three years.
* The focus of surveys will be tailored to each organization and will depend on previous survey findings and other information.

The next JCAHO survey for all MGH sites involving clinical testing has been scheduled for Sept. 7 to 10. *(See What's Happening announcement on Page 4.)*

For more information about the JCAHO survey process, call Corporate Compliance at 6-5109. ●

Linda Kelley, RN, left, and Fred Frigoletto, MD, of the MGH Vincent Obstetrics and Gynecology Service, consult with surveyor Virginia Davis, RN, EdD, during the ambulatory care mock survey.

MGH Vital Signs: FY 1999 third-quarter results

A quarterly status report of hospital performance

General Hospital financial statement (in millions)

	YTD Actual	Variance to Budget	FY 1998
Net Patient Service Revenue	519.7	6.1	489.6
Research Revenue	122.2	7.5	105.3
Other Operating Revenue	102.0	(1.0)	93.2
Total Revenue	743.9	12.6	688.1
Salary and Benefits	250.8	(6.8)	272.9
Supplies and Outside Services	220.8	(20.4)	183.6
Other Operating Expenses	163.3	(5.1)	113.1
Direct Research Expenses	122.3	(7.5)	105.3
Total Expenses	757.2	(39.8)	674.9
Current Operating Gain (Loss)	(13.3)	(27.1)	13.2
Prior Year Adjustments	10.3	2.1	8.3
Gain (Loss) from Operations	(3.0)	(25.1)	21.5
Non-Operating Gains (Losses)	6.5	(2.3)	14.3
Net Gain (Loss)	3.6	(27.3)	35.8

Financial Overview: Because of strong volume, year-to-date total operating revenue is $12.6 million above budget. Since March, inpatient volume has particularly been significant. A price increase since April 1 also has contributed to the strong revenue.

The ongoing issue of overages in supply expenses is shown in the unfavorable year-to-date variance of $20.4 million in supplies and outside services. Several task forces have been established to focus on ways to reduce hospital supply spending. Because of these focused efforts, some improvement has been made.

The current operating loss through the end of June 1999 is $13.3 million. When prior year adjustments and non-operating activity are included, the net gain through June 1999 is $3.6 million.

Admissions year to date June 1999 were below budget by 338 but above the prior year by 1,386. Although the hospital continued to see a negative year-to-date variance in admissions compared to budget through the third quarter, there was a significant improvement from the first two quarters. April, May and June averaged 36 monthly admissions over budget.

Length of stay (LOS) year to date June 1999 was 6.24 days, compared to a budget of 6.23 days. In the first quarter of this year, the hospital reported that LOS was 6.77 days compared to a budget of 6.23 days, and in the second quarter LOS was 6.54 days compared to a budget of 6.23. The much lower LOS for the third quarter suggests that continued progress is being made in the ongoing hospitalwide efforts to reduce LOS.

Average daily census was below budget by 7 at 643, which is slightly less than the average daily census of 662 in the second quarter of FY 1999.

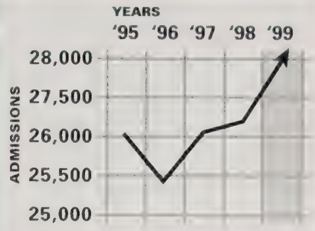
Outpatient visits exceeded budget and FY 1998 through the third quarter of FY 1999. Year to date June 1999 shows that the positive variance to budget is attributable to high volume at the main campus, the health centers and the Emergency Department.

Observation stays were above budget and the previous fiscal year as of June 1999. An unfavorable variance in year-to-date observation stays is seen in almost all of the hospital's services.

Admissions

FY '99 actual:	28,117
FY '99 budgeted:	28,455
FY '98 actual:	26,731
Patient days	175,525
Inpatient Surgeries	11,944
Births	1,999

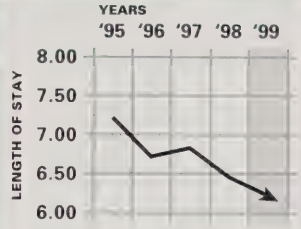
Five-year trend



Length of stay

	Days
FY '99 actual:	6.24
FY '99 budgeted:	6.23
FY '98 actual:	6.47

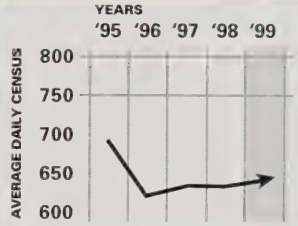
Five-year trend



Average daily census

FY '99 actual:	643
Average beds in service	846
Occupancy rate	76%
FY '99 budgeted:	650
FY '98 actual:	634

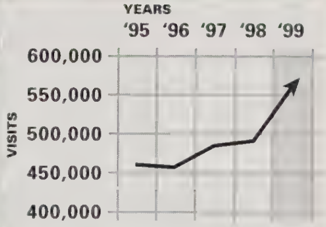
Five-year trend



Outpatient visits

FY '99 actual:	562,295
Clinic visits	310,518
Health center visits	200,315
Emergency visits	51,462
FY '99 budgeted:	525,356
FY '98 actual:	488,864
Outpatient Surgeries	10,719

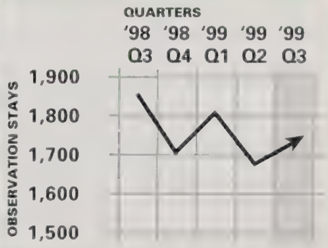
Five-year trend



Observation stays

FY '99 actual:	5,232
FY '99 budgeted:	4,274
FY '98 actual:	5,108
Chemotherapy infusion	219
Routine post-procedure recovery	955

Five-quarter trend



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Partners in Excellence awards nominations for 1999
Nominations for the Partners in Excellence awards, which recognize individuals and teams for exemplary contributions to Partners, are available through departmental supervisors. Nomination forms are due Sept. 22, and may be submitted through in-house mail to the Partners in Excellence Awards, Partners Employee Programs, Human Resources, 185 Charles River Plaza, or by fax to 4-0931. For more information, call 6-2230. Nomination forms also will be available online beginning Sept. 3 at *http://is.partners.org/hr/employee/pep.html.*

Manage your weight without dieting
The MGH Nutrition Services is offering "Winning at the Losing Game," a 10-week weight management class. The class will meet Mondays (except holidays) beginning Sept. 27, 5:30 to 7:30 pm. The course includes nutrition education by a registered dietitian, an exercise program supervised by a physical therapist and behavioral modification to assist with lifestyle changes. The class is $215 for employees ($225 for non-employees) and is limited to 15 participants. For more information, call 6-2779.

Clinical Research Program lecture
The Clinical Research Program (CRP) is sponsoring a two-hour lecture covering U.S. and foreign clinical practices for investigative sites involved in clinical trials. Judy Scheer, MPH, RN, training coordinator for the CRP, will present the regulations and guidelines that are most pertinent to site participation in human drug studies using a hands-on approach to regulatory materials. This lecture is most appropriate for coordinators and research nurses with greater than six months experience. Class size will be limited to 40 participants and registration is required by Sept. 8. For further information or registration materials, call Alison Simmons at 4-2900.

MGPO staff meeting
The Massachusetts General Physicians Organization (MGPO) quarterly staff meeting will take place Sept. 8., 5 to 6:30 pm in the O'Keeffe Auditorium. There will be a discussion on the state of Partners Community HealthCare, Inc. (PCHI), and speakers from PCHI will include Ellen Zane, president; Lynne Eickolt, vice president of Managed Care and Market Development; Tom Lee, MD, medical director; and Ken Paulus, chief operating officer. Refreshments will be served. For more information, call 4-9080.

JCAHO survey of lab areas
The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) has notified the MGH that two surveyors will inspect all sites involved in clinical testing Sept. 7 to 10. Over the years, what once was a laboratory survey has become an institutional survey for all laboratory and blood transfusion related activities. In addition to the Anatomic and Clinical Pathology laboratories, JCAHO surveyors will examine areas at the MGH health centers in Charlestown, Chelsea and Revere, Boston Evening Medical Center, CNY, as well as sites in the WACC, patient care units, operating rooms and special function laboratories. For more information about this survey, call Domenic Misiano at 6-3858, Leonard Tochka at 6-1462 or MaryAnne Walsh, RN, at 4-8763.

Employee Assistance Program series
The Employee Assistance Program (EAP) kicks off its fall/winter Work/Life Seminar series with the lunchtime program "Stress Reduction in the Health Care Environment," Sept. 16, 12 to 1 pm in the Wellman 1 Conference Room. Participants will have the opportunity to develop new insights into their specific stressors and enhance their techniques for coping with stress. For more information, call the EAP at 6-6976.

Discover what can happen when you have the right chemistry

The MGH/Timilty Partnership is seeking volunteers to mentor students from the James P. Timilty Middle School. MGH volunteers will help students develop projects for competition in the school's annual science fair. "The Science Fair mentoring program is a great way for MGHers to share their interest in science with middle school students and introduce them to the exciting world of scientific discovery," says Carlyene Prince, director of the MGH/Timilty Partnership. To learn more about the Science Fair mentoring program, visit the Partnership website at: *http://timilty.boston.k12.ma.us/mgh* or contact the MGH/Timilty Partnership Office at 4-3210 or by e-mail at *timilty@partners.org.*

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by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office,
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September 3, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Preparing future scientists through Multicultural Affairs program

When Albertina Andrade came to the United States from Cape Verde in 1996, she knew very little English. Just three years later, she won the Boston Public Schools' Citywide Science Fair and graduated valedictorian of her class at the Jeremiah Burke High School in Dorchester.

Andrade credits much of her success to her involvement with the Science Education Program (SEP), an MGH initiative sponsored by the Multicultural Affairs Office (MAO), which pairs high school students and teachers with MGH researchers in a mentoring relationship to conduct hands-on laboratory research during the summer.

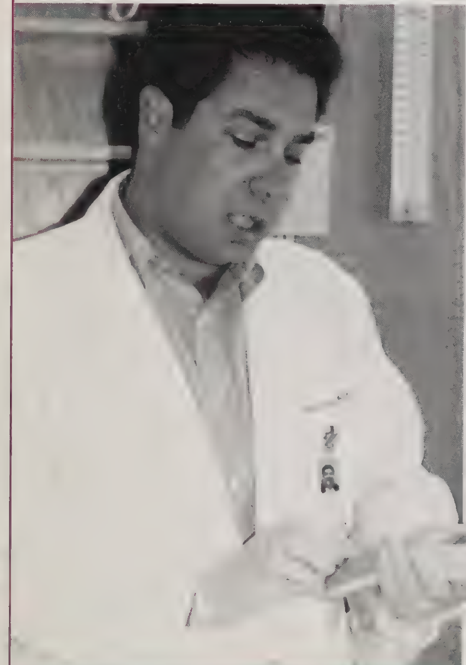
"SEP is for students from Boston public schools with untapped ability who can benefit from being in a rigorous academic environment such as the MGH," says Rosy Sarafoudi, program coordinator for the MAO.

Andrade worked with Mia MacCollin, MD, in the Neurogenetics lab last summer on an experiment involving the genetic disorder neurofibromatosis, a highly advanced level of work for a high school senior. She continued with her research after completing the program and developed her experiment into an award-winning science fair project for her school.

"I don't get bored doing this work," says Andrade, who spent many afternoons and weekends at the lab while a student. This fall, she will study biology at Regis College in Weston, Mass.

MGH researchers interested in mentoring a student through the SEP or other programs, can contact Rosy Sarafoudi at 4-3832, or by e-mail at *rsarafoudi@partners.org.*

Albertina Andrade



Chisari using the new glucometer device.

Extending the laboratory to the patient — clinical lab testing improvements made

Measuring a patient's blood sugar is much easier than it used to be for Gino Chisari, RN, clinical nurse specialist on Bigelow 11. Not only is the actual test easier, but the time-consuming manual documentation that goes with the test is now automated. Thanks to a new device called a glucometer, Chisari and other nurses throughout the hospital have an easier time completing this frequently-used test.

According to Maryann Walsh, RN, of MGH Patient Care Services, the new device is part of a performance improvement effort to make tests simpler, more efficient and more effective for patients, and to improve the overall quality of the testing.

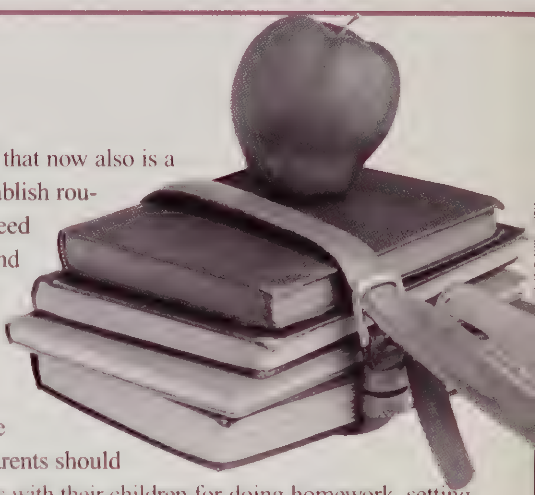
"Implementing the use of this device was a major collaborative effort among the Laboratory Medicine division in the Pathology Department, Patient Care Services, Information Services, Materials Management and many others at the MGH, as well as departments at BWH and Partners," says Walsh, who works closely with the Laboratory Medicine staff.

Chisari's unit was a pilot site for the new glucometers. "Our staff overwhelmingly have endorsed this technology," he says. "It is simple to use, convenient and much faster than the hand-held meters we used before."

Nurses and other clinicians access the device by scanning their ID badge into its

(Continued on Page 3)

Getting kids ready to go back to school



Parents whose children are heading back to school often need a little help around this time of year getting their youngsters ready. According to Mary Lou Kelleher, RN, MS, clinical nurse specialist for MGH Pediatrics, there are several things that parents should consider when sending their children back to school.

"Safety is an important thing to keep in mind," says Kelleher. She offers the following tips to keep children safe:

- *Going to and from school* — Walk the route with children at least once and point out where the crossing guards will be. Emphasize using the sidewalk at all times.
- *On the school bus* — Review with children how to behave on a bus and what to do if anyone bothers them. Make certain children know where to get on and off the bus.
- *Strangers* — Remind children not to talk to or take anything offered by a stranger or even another child they don't know. Parents should teach their children what to do if they feel unsafe, such as to find a neighborhood "safe house."

Kelleher says that now also is a good time to establish routines. Children need plenty of sleep and good nutrition. Parents should start a new bedtime schedule a week or so before school begins. Parents should also set guidelines with their children for doing homework, setting regular times without the distractions of TV or radio. Change can be as disturbing as it is exciting, and allowing children time to talk about it is a good way to face these issues together," says Kelleher.

The most important thing is to plan well. "Don't leave all of these conversations about safety and schedule changes to the night before school starts," says Kelleher. "Planning ahead will help to avoid problems and will help everyone start the year off right."

For more information regarding back-to-school tips, call 4-KIDS.

MGH physician helps Hondurans on medical mission

Eric Krakauer, MD, PhD, had a life-changing experience when he went to Honduras in February to help villagers in an area devastated by Hurricane Mitch. Krakauer, who is associate director of the MGH Palliative Care Service and an attending physician on the Cabot Medical Service, was a member of a volunteer medical group organized by colleagues at BWH.

"This was a wonderful and enlightening experience for all of us," says Krakauer about the trip. "It gave us the opportunity and the privilege of providing service to those who need it most. The villagers we saw had no other access to a doctor."

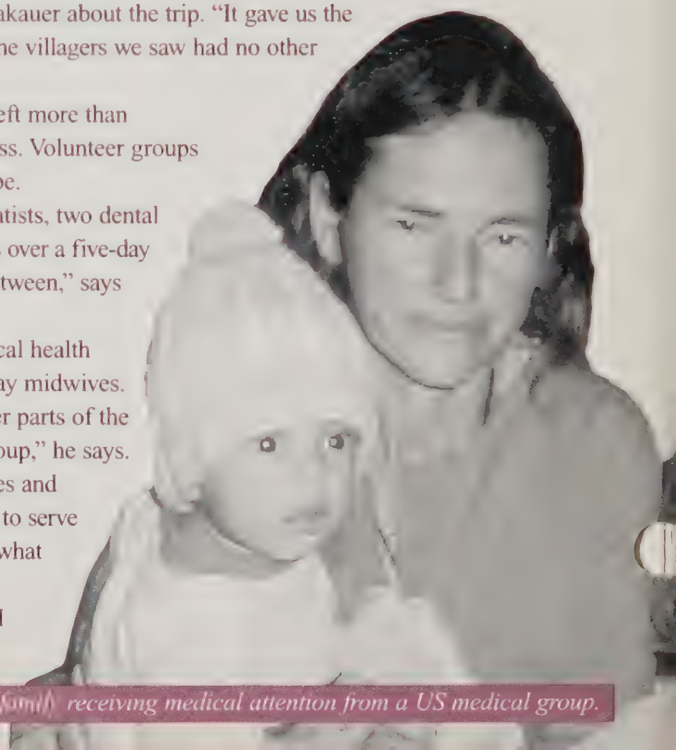
One of the deadliest hurricanes to hit Central America, Hurricane Mitch left more than 6,500 residents dead, nearly 2 million injured and more than 600,000 homeless. Volunteer groups like the one in which Krakauer participated in give the residents help and hope.

The volunteer "brigade" of five physicians, three nurse midwives, two dentists, two dental assistants and four interpreters provided services to 2,500 patients in 10 villages over a five-day period. "We saw the littlest of babies, the oldest of the old and everyone in between," says Krakauer.

The group delivered health supplies, equipment and medications to the local health center. The US midwives also held a one-day training program for the local lay midwives.

Although this was his first trip to Honduras, Krakauer has traveled to other parts of the world to help medically underserved regions. "I plan to go again with this group," he says. "And I hope that other MGH staff, including physicians, house officers, nurses and dentists will take advantage of this opportunity. It's a chance to use your skills to serve others in a geographically beautiful and culturally fascinating setting. Service is what medicine is all about."

For more information about upcoming brigades to Honduras, call the BWH Medical Mission at 983-4242 or call Krakauer at 4-9197. ●



A Honduran family receiving medical attention from a US medical group.

NOMINATION FORM

PARTNERS
HEALTHCARE SYSTEM

1999 Partners In Excellence Award

Thanks to you and your colleagues working together throughout Partners, we have made great gains during the nearly six years of our partnership. All of us can be proud of the accomplishments of Partners HealthCare System.

- We continue, year after year, to be recognized as national leaders in providing quality care. *U.S. News & World Report* has again ranked BWH and MGH, our founding institutions, in its Top 10 National Honor Roll. Spaulding Rehabilitation and McLean hospitals once again ranked as being top within their specialties.

- PCHI has grown to include nearly 1,000 physicians. We've also added Faulkner and Newton-Wellesley hospitals to our network.

- Our cost reduction initiatives have contributed to a 20% decline in costs per patient – in real dollars – over six years. The total amount of cost savings to date is more than $200 million.

- Research remains a prime commitment for Partners. Our research program now totals more than $400 million a year, with over $1 billion committed for future research. The MGH and BWH are the top two recipients of NIH funding among independent hospitals. McLean is the top recipient among private psychiatric hospitals, and Spaulding's research effort continues to grow.

- We continue to attract the best worldwide candidates to our academic programs.

- Our admissions continue to grow, both at our existing hospitals, and thanks to new members of our system.

- Partners' commitment to the community remains strong. We invest more than $100 million each year in community benefit programs to support innovative public health partnerships, strengthen community health centers and provide care for uninsured children and adults.

To acknowledge and celebrate these accomplishments, we are continuing the tradition we began in 1996 with the ***Partners In Excellence Award*** program. The program recognizes individuals and teams at all levels of Partners for their "above and beyond the call of duty" contributions that have helped us make so much progress. All employees and medical staff are eligible. Partners In Excellence ceremonies will be held to honor recipients and thank all employees in the month of December.

Nominations are based on accomplishments "above and beyond the call of duty" in the following award categories:

- **Quality Treatment and Service**
  (includes patient care, respect for individuals, customer focus, etc.)
- **Leadership and Innovation**
  (in patient care, teaching, research, management, etc.)
- **Teamwork**
- **Operational Efficiency**
- **Outstanding Community Contributions**

Accomplishments in these areas have been central to the continuing excellence of Partners and all its affiliates. Working together, we continue to build one of the nation's premier health care delivery systems. The ***Partners In Excellence Award*** is designed to spotlight those individuals and teams whose high standards inspire each of us and whose accomplishments enable Partners to provide the highest levels of service and care to the citizens of New England and the world.

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NOMINATION FORM

PARTNERS™
HEALTHCARE SYSTEM

1999 Partners In Excellence Award

Exemplary accomplishments at all levels of the Partners HealthCare System contribute to our ability to build a strong, viable and customer-focused organization. Because of the "above and beyond the call of duty" contributions to Partners' accomplishments, I would like to nominate:

Name of individual or team being nominated: (Please write legibly) ________________________

Department: ________________________ **Employee I.D. #:** (If known) ____________

Name of team's leader(s): (1) ________________________(2) ________________________
(See attached form to list individual team members - Required)

Organization of individual or team: ________________________

Description of accomplishment(s): Please describe the reason for the nomination on the back of this form in no more than 400 words, highlighting the outcome of the accomplishments in terms of quality improvement, financial savings or improved efficiency.

Award Categories: **(Please check only one category per nomination)**

☐ Quality Treatment and Service (includes patient care, respect for individuals, customer focus, etc.)

☐ Leadership and Innovation (in patient care, teaching, research, management, etc.)

☐ Teamwork

☐ Operational Efficiency

☐ Outstanding Community Contributions

Criteria:

The ***Partners In Excellence Award*** recognizes individuals or teams who have made significant contributions to Partners in the areas of quality treatment and service, leadership and innovation, teamwork, operational efficiency or outstanding community contributions.

All employees in good standing, including medical staff, who work within the Partners HealthCare System and its affiliates are eligible to receive a ***Partners In Excellence Award***. Any employee may nominate any other employee with one exception: Senior management is not eligible for nomination.

Committees will be convened at each Partners institution to review nominations from their organizations. The committees will select and recommend individuals and teams for a ***Partners In Excellence Award***.

The individual(s) nominating an individual or team should provide as much detail as possible to accurately describe the reason for the nomination. Documentation in support of the nomination, such as letters from patients or other material, may be included with the submission.

PLEASE USE ATTACHED FORM TO WRITE DESCRIPTION

NOMINATION FORM

1999 Partners In Excellence Award

Written description should be no more than 400 words.
(Please write legibly)

Nominated by: ______________________ Employee I.D. #: (If known) ______________

Title / Department: ____

Institution: ____

Date: ______________________ Telephone Number: (______)______________

If you have any questions, please contact Partners Employee Programs, Human Resources at (617) 726-2230.

1999 APPLICATIONS SHOULD BE SUBMITTED BY SEPTEMBER 22, 1999 TO:
***Partners In Excellence Award*, Partners HealthCare System, Partners Employee Programs, Human Resources,**
Charles River Plaza, 185 Cambridge Street, Boston, MA 02114-2705, or faxed to: (617) 724-0931.

NOMINATION FORM

PARTNERS™
HEALTHCARE SYSTEM

1999 Partners In Excellence Award

Team Nomination

Team Name: ____________________

Team Leader(s): (1) ____________________ (2) ____________________

For Administrative Use Only

Name of Individual Team Members: **(Required)**	**Organization:**	**Employee I.D. #:**

The MGH Dental Group makes a move

In May, the MGH Dental Group moved from its three-chair wing in the Oral and Maxillofacial Surgery suite on WACC 2 to a state-of-the-art, 10-chair facility at 100 Charles River Plaza. The move to a larger facility has enabled the staff to offer a complete spectrum of outpatient dental care services for adult and pediatric patients — such as cleanings, bleaching, fillings, dentures, root canals, cosmetics, bonding, crowns and implants.

In addition, the practice has increased its staff to include three general dentists, two hygienists and several visiting specialists — including an orthodontist (braces), an endodontist (root canals), a periodontist (gums) and a pedodontist (pediatric dentist).

Agnes Lau, DMD, director of the group since its inception in 1990, credits the addition of general dentists Kimberly Weiss, DDS, and Traci Portnoff, DMD, as well as the specialists, who are established leaders in their fields, for helping to increase the high quality of services offered by the practice.

According to Lau, the intent of the practice is to expand the hospital's continuum of care for oral and dental care needs. "Our goal is to provide patients with a wide variety of dental care options using state-of-the-art equipment at a convenient location," says Lau. "Our staff follow a patient-based philosophy of providing the most pleasant dental experience possible."

Lau says that the group also has established a well-respected reputation among hospital staff for providing inpatient consultations to medically compromised patients.

For more information or to schedule an appointment, call 6-1076.

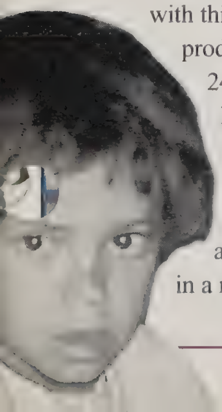
Portnoff, Weiss and Lau

—Extending the laboratory to the patient

(Continued from Page 1)

data bank, which ensures they are authorized to perform the test. The patient's blood sample then is placed onto a paper strip and inserted into the device. The results of the test are available within 45 seconds, and at the end of the day, all test results from each patient care unit are downloaded to a central location in the Laboratory Medicine division. Reports are then electronically processed and sent back to the unit.

"Our previous process required reams of paper to produce the reports once a month," says Domenic Misiano, an administrator for the Laboratory Medicine division. "Now with this technology, reports are produced electronically in 24 hours, which streamlines the documentation process. It also saves valuable staff time in producing the reports and allows them to be read in a more timely fashion."



The new blood sugar testing is one of several performance improvement efforts being made to enhance lab testing throughout the hospital.

The Point of Care Testing (POCT) program was developed to help lab-testing sites throughout the MGH provide more effective and efficient testing for patients, as well as help sites comply with state and federal regulations. Many departments on the main campus have lab-testing sites, as do all of the MGH health centers.

The POCT program helps sites with reviewing test procedures, evaluating and choosing the most efficient testing kits on the market, consolidating the purchase of testing lots to reduce prices, pre-evaluating test kits once purchased and preparing user manuals.

The program also is particularly effective in preparing sites for inspection by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). "JCAHO now views laboratory inspection as an institutionwide inspection, so the survey is more complicated than it use to be," says Misiano, who also is program manager for the POCT program. "With the POCT program, we can help educate all sites about necessary regulations before inspection, and more importantly, we can set a single standard of quality for lab testing regardless of where tests are performed or who is performing them."

As a result of this effort, the labs received a high rating of 96 during the last JCAHO lab inspection in 1997. A POCT oversight advisory committee also has been established to help review compliance and help sites address any problems.

All clinical lab-testing sites now are preparing for the next JCAHO lab inspection, which has been scheduled for Sept. 7 to 10. For more information about this survey or the POCT program, call Misiano at 6-3858, Walsh at 4-8763 or Leonard Tochka at 6-1462. ●

WHAT'S HAPPENING

A message from James J. Mongan, MD, president of the MGH
Congress and the White House will soon make crucial decisions about repairing the Balanced Budget Act (BBA) and restoring Medicare cuts that are affecting hospitals' ability to care for patients. The American Hospital Association (AHA) and other organizations have made progress in convincing members of Congress and the Clinton administration that BBA relief is vital. The AHA has asked that hospitals across the country participate in a national campaign, "Hospital Caregivers for BBA Relief," with a goal of delivering one million postcards to Congress. The MGH is making these postcards available to employees and staff to sign and send to Congress with a message that Medicare funding must be restored if the MGH is to ensure that patients will continue to receive the best possible care. Cards will be available Sept. 3, 9 am to 5 pm, next to the stairs across from the Eat Street Café in the White basement. For more information about the BBA, access the AHA website at *www.aha.org*.

Ovarian Cancer Awareness month

September is Ovarian Cancer Awareness month. According to the Gillette Center for Women's Cancers at the MGH, ovarian cancer is the fifth leading cause of new cancer cases and leads to more female deaths than any other cancer of the reproductive system. One in 55 women will develop ovarian cancer, and women with a personal history of breast cancer are among those at risk. Information about risk factors, detection and treatment of the disease, as well as teal-colored ribbons symbolizing ovarian cancer awareness, can be obtained from the Gillette Center or the MGH Cancer Resource Room, located on Cox 1. For more information, call Aimee Harris, patient care assistant, at 4-4800.

MGH Revere launches literacy program

The MGH Revere HealthCare Center will launch the "Reach Out and Read Program," a national pediatric literacy program that encourages parents to read to their children at an early age. The program will begin with a celebration Sept. 15 at MGH Revere, 300 Ocean Ave. Mayor Haas of Revere will be reading a children's book at 4:30 pm and many members of the MGH Revere staff — including Harwood Egan, MD, of Pediatrics and Roger Pasinski, MD, medical director — will be reading their favorite children's stories. Spanish and Khmer interpreters will be reading as well. There will be art activities, refreshments and prizes. Volunteers are needed to read to children as they wait for their appointments. For more information, call Susan Curley at (781) 485-6052.

New parent support group

The Employee Assistance Program (EAP) is forming a new parent support group, "Working and Parenting in the First Year," beginning Sept. 21, 1 to 2 pm, in VBK 401. This six-week group will meet every other Tuesday to address the needs of new parents. Topics will be identified in the first meeting, which will become the focus for subsequent meetings. Pre-registration is required. For more information, contact the EAP at 6-6976.

Volunteer mentors needed

The MGH/Timilty Partnership is seeking volunteers to mentor students from the James P. Timilty Middle School. MGH volunteers will help students develop projects for competition in the school's annual science fair. To learn more about the Science Fair Mentoring Program, visit the Partnership website at *www.timilty.boston.k12.ma.us/mgh*, call 4-3210 or send e-mail *to timilty@partners.org*.

Scientific writing course

The Clinical Research Program (CRP) and the Department of Psychiatry will offer a scientific writing course, Oct. 6, 13 and 20 in the O'Keeffe Auditorium, 4 to 5 pm. This educational series will focus on clarifying the writer's interests, creating an outline, avoiding obsessive perfectionism, writing multiple drafts, learning the peer-review process and much more. For a course description and information, call 6-1669.

Breastfeeding seminar

The Employee Assistance Program (EAP) will be offering the seminar, "Nourishing Your Newborn," Sept. 28, 1 to 2 pm, in VBK 401. The speaker, Germaine Lambergs, RN, an MGH lactation consultant, will gear this seminar toward expectant parents, new parents or employees considering having children. There will be a question and answer session, along with a tour of the lactation room for employees. For more information, call 6-6976.

BOSTON EVENING MEDICAL CENTER
BEMC-MGH

In celebration of their first anniversary of joining the MGH, staff members from the Boston Evening Medical Center recently enjoyed an afternoon of sightseeing on a Duck Tour.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to
Victoria Brady, editor, at 4-6433; or
Beth Baratz, assistant editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

September 10, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Quick action, skilled care save a Maine woman's hand

Wilhelmi and Stone

When Shirley Stone of Sanford, Maine arrived at the MGH Aug. 30, she had no idea whether her hand — which had been completely severed — could be saved. But after a 14-hour operation, surgeons at the MGH successfully reattached Stone's hand, reconnecting two arteries, four veins, 18 tendons, four major nerves and various bones. What's even more amazing is that after this complex operation, Stone has movement in her hand, and it is likely to regain full function.

> **"I FEEL GOOD, AND I AM THANKFUL TO EVERYONE AT THE MGH." — SHIRLEY STONE**

Stone was helping her husband cut strips of wood for their fence-building business when her hand slipped into the path of the power saw she was using. "I cut my hand," she calmly told her husband, Herb. When he realized the severity of the accident, he immediately grabbed her arm to apply pressure and stop the bleeding. Then he walked his wife into their home office to call 911. "There was no time to think. Fortunately, I thought to put her hand on ice," he said. She was rushed to a hospital in Portland and was then flown by helicopter to the MGH. Bradon Wilhelmi, MD, a plastic surgeon, led the surgical team including plastic surgery residents Ron Silverman, MD, and Parham Ganchi, MD, and general surgery resident Andrew Cameron, MD. They spent the night and early morning reattaching her hand.

"This kind of injury is very rare," said Wilhelmi. "We haven't seen a case like this in years."

The first successful reattachment of a human limb was done at the MGH in 1962. Not all hand amputations can be replanted, according to Wilhelmi. The injury needs to be a very clean, sharp cut with minimal trauma to the adjacent tissue edges.

"When Ms. Stone arrived, she was fully conscious, and I told her point-blank that there were no guarantees that her hand could be saved or achieve normal function," said Wilhelmi. "Since the patient's injury occurred four hours before her arrival at the MGH, we needed to quickly re-establish the blood flow to the hand for this to be successful. We did this by reconnecting the two main arteries and four veins to the hand with the aid of a surgical microscope. We then reattached the tendons and motor and sensory nerves, which should give her the best chance for useful function of the hand," he said.

On Friday, Stone was not only in high spirits and getting ready to be discharged the next day, she was wiggling her fingers. "I feel good, and I am thankful to everyone at the MGH," said Stone. When asked if she would be returning to help her husband and sons build fences, she replied: "No way. From now on, I am sticking to answering the phones." ●

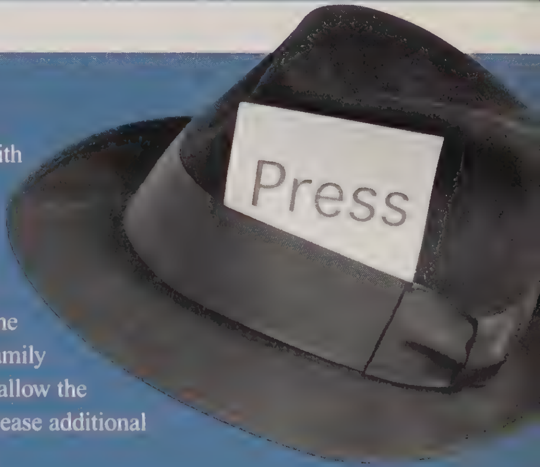
Visitors from the deep

MGH patient Kelly Rivers, 9, makes a new friend on Ellison 17. Lobsters, crabs and other sea creatures visited about 30 patients on Ellison 17 and 18 recently, compliments of the New England Aquarium and the Starlight Foundation.

MGH media guidelines

As a world-renowned leader in health care, teaching and research, the MGH attracts substantial media attention. The MGH Public Affairs Office is responsible for overseeing the hospital's media relations program, and each member of the MGH community plays an important role in ensuring the program's quality and effectiveness. To assist the Public Affairs Office, MGH employees are encouraged to follow these guidelines:

- **All media calls should be referred** to the Public Affairs Office at 6-2206. A representative of Public Affairs is available 24 hours a day through the hospital page operator at 6-2066, beeper #28383. The Public Affairs staff is experienced in handling a range of media issues and is available to assist MGH employees.
- **To ensure patient confidentiality** and privacy, a Public Affairs staff member must accompany any member of the media entering the hospital with a camera of any type. The Public Affairs representative will obtain the necessary clearances and consents. Public Affairs must be informed and involved, even if the film crew is shooting a promotional or training video. Early notification of such requests helps to facilitate scheduling.
- **Patient confidentiality is the highest priority.** Any patient information released by the hospital to the media is done through the Public Affairs Office. Generally, a one-word condition — good, fair, serious or critical — is released, in accordance with American Hospital Association guidelines. In some cases, the patient or a family member will allow the hospital to release additional information.



- **If an employee has an existing relationship** with a reporter and agrees to an interview, they should inform Public Affairs as soon as possible. Knowing about media contact enables Public Affairs to track and report any resulting media placements to members of the MGH community.
- **Researchers who learn** that a paper has been accepted by a peer-reviewed journal should contact the Public Affairs Office as soon as possible to discuss appropriate strategies for communicating the information. Scientific publications often present opportunities for media coverage. Embargoes are always honored.

For more information about the hospital's media program, contact the Public Affairs Office at 6-2206, Georgia Peirce, director of media relations at 4-6423 or Peggy Slasman, chief Public Affairs officer, at 4-2750.

AMMP scholarships awarded

Wanda Velazquez of MGH Community Benefits, with Dennis Colling, received an AMMP scholarship.

Wanda Velazquez of MGH Community Benefits, was one of nine employees from Partners institutions to receive a $1,000 scholarship from the Association of Multicultural Members of Partners (AMMP). The annual scholarships help minority employees of Partners HealthCare System to pursue their education.

Recipients were honored at a luncheon Sept. 1. Among the speakers were Jeff Otten, president of BWH; Dennis Colling, senior vice president for Human Resources at Partners; and Jeff Davis, vice president of Human Resources at the MGH.

Davis spoke about the MGH's commitment to diversity and its support of AMMP. He thanked the scholarship committee and the members of AMMP for continuing to provide educational opportunities in the Partners community. "The more you learn, the more equipped you are to succeed in your profession and in your daily life," he said.

Velazquez's scholarship will assist in her pursuit of an associate's degree in business from Bunker Hill Community College. Other MGH scholarship winners were Jean Necheles of Surgical Oncology, Dolores Kershaw of Inpatient Psychiatry and Kimberly Carey of the PACU. BWH recipients were Tarra Holiday, Omar Mohammedsalih, Vadra Tabb, Sandro Quiros and Jacqueline Rodriguez-Louis. ●

Raffle winner supports MGH breast cancer research

Christine McNeil of MGH Outpatient Registration, was the lucky raffle winner of a hand-made quilt, which was created at a quilt-a-thon sponsored by Friends Fighting Breast Cancer and the chain of Fabric Place stores. The raffle was held by Friends Fighting Breast Cancer, a nonprofit organization created by Janet Connolly O'Neill and Fran Gilardi to raise awareness and funds for breast cancer treatment and research. The proceeds of the raffle will benefit breast cancer research at the MGH.

McNeil, who has entered the raffle drawing every year for three years, eagerly awaited the drawing Sept. 2. "I can't believe I finally won," she exclaimed after her name was announced.

Friends Fighting Breast Cancer will host its fourth annual gala dinner and dance Oct. 9 at the Copley Marriott Hotel. Tickets are $60 each. For more information, call O'Neill at (978) 664-5027.

Less invasive treatment for fibroids gives hope to MGH patient

When Paula Telesco was 23 years old, she was diagnosed with uterine fibroids. The noncancerous tumors, which grow in a layer of muscle in the uterus, were found during a routine gynecological exam.

At first, the fibroids didn't cause any pain, but they eventually grew in size, causing Telesco to experience heavy menstrual bleeding, severe cramps and enlargement of her abdomen. For many years the fibroids plagued her, even after several different courses of treatment — including hormone treatment and two myomectomies, the surgical removal of the fibroid tissue. The fibroids grew back, however, causing even more pain. At one point, Telesco even had to be rushed to an emergency room because the fibroids caused severe, uncontrollable bleeding.

Now nearly 20 years later, at the age of 42, Telesco has finally found relief in a relatively new treatment called fibroid embolization, performed by MGH vascular radiologists.

During embolization, a catheter is placed into the uterine artery and particles are injected to block the flow of blood into the uterus. According to Chieh-Min Fan, MD, of MGH Vascular Radiology, the embolization essentially starves the fibroid of a blood supply and causes it to shrink. "The interesting part of this procedure is that it is a relatively less invasive treatment that can successfully shrink even large fibroids that might otherwise require a total hysterectomy for removal," says Fan.

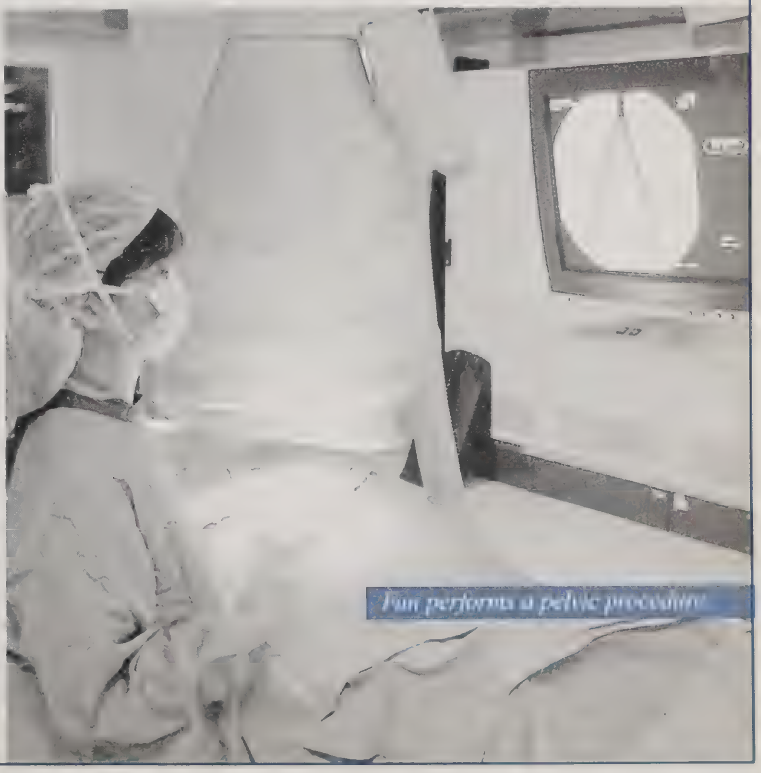
Fibroids are the most common pelvic tumor in women and usually occur during the child-bearing years. Symptoms include heavy menstrual bleeding, pressure and pain. They can eventually lead to kidney and urinary tract blockages as well as infertility.

One of the most common treatments for fibroids is hormonal treatment. However, once the treatment is stopped, the fibroids usually grow back. There also are various surgical and laser treatment options, including the myomectomy that Telesco underwent. However, none of these procedures guarantee that regrowth will be prevented.

"So far, many women have found embolization to be successful in decreasing or eliminating their fibroid-related symptoms," says Fan. "Although the chances of regrowth aren't completely known, the less invasive nature of the procedure is appealing."

For Telesco, the fibroids have not grown back since the embolization procedure was done a year ago. "I am very happy with the results," she says. "I would do it again in a second. Even though I'm not 100 percent cured, I'm happy that I don't have to have another major surgery, and I am relatively sure that the fibroids won't come back."

For more information about fibroid embolization, call MGH Vascular Radiology at 6-8314. ●



Fan performs a pelvic procedure

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MGH HOTLINE

WHAT'S HAPPENING

Cancer Center seminars

The Cancer Center Patient and Family Support Program (PFSP) is offering the following September seminars: "Drop-in Yoga," Sept. 16, 23, and 30, 12 to 1 pm; "Relaxation and Visualization for Patients and Families," Sept. 10 and 22, noon to 1 pm; "Spirituality: Faith, Why Me? Reasons to Hope," Sept. 14, noon to 1 pm; "Caring for Yourself while Caring for a Loved One with Cancer," Sept. 15, 1 to 2 pm. Registration is not required for these free seminars. All seminars are held in the Cancer Resource Room on Cox 1. For more information, call Christine Foster at 6-7423.

Conference on minimally invasive therapies

Physicians and researchers will meet in Boston, Sept. 16 to 18, for a conference on minimally invasive therapies. The conference is hosted by the Center for Innovative Minimally Invasive Therapy (CIMIT) — a nonprofit consortium of academic and research institutions that includes the MGH, BWH, Draper Laboratory and the Massachusetts Institute of Technology. The 11th annual scientific meeting of the Society for Minimally Invasive Therapy will present findings on a range of novel procedures and instruments, from magnetic resonance imaging (MRI) to miniature robots that reduce the trauma, hospital stay and cost of medical treatment. Partners physicians will present at the conference. To register or for more information, call (781) 279-9887.

Making Strides Against Breast Cancer walk

Employees are invited to join the MGH team Oct. 3 for the "Making Strides Against Breast Cancer" walk. Registration begins at 8 am at the Hatch Shell on Boston's Charles River Esplanade. Funds from the walk go to benefit research, prevention, patient and family support programs and breast cancer screening. MGHers can sign up to participate with the MGH team in the Gillette Center for Women's Cancers, located on Cox 1. For more information, send e-mail to Aimee Harris at *aharris@partners.org.*

Infection control workshop

The Infection Control Unit is presenting an all-day workshop "Emerging issues in infection control: Are the bugs winning?" Oct. 18, 8 am to 4:30 pm in Burr 5 and 6 conference rooms, Bartlett 3. The workshop will present the latest information, tools and techniques to avoid infection, as well as describe the increase in antibiotic-resistant bacteria and strategies for controlling the spread of these organisms. The workshop is free to MGH employees, and contact hours will be awarded for nursing participants. To register or for more information, call 6-3111.

Kenneth B. Schwartz Center annual dinner

The Kenneth B. Schwartz Center's fourth annual dinner will be held Oct. 19 at the Westin Hotel in Copley Place. The dinner will feature a performance by singer Judy Collins. For more information or to help with the event, call Sara Sewall at 4-9443.

Nutralert to begin in the Eat Street Café

The Department of Nutrition and Food Service will launch "Nutralert" in the Eat Street Café, Sept. 15. Nutralert is a comprehensive program designed to help consumers make informed choices when dining. It includes fat and calorie information on all foods available in the café, as well as suggested "Nutralert Meals"— meals providing less than 650 calories and 22 grams of fat. The Nutralert Guide will be available to customers beginning Sept. 15. Each month a nutrition topic will be presented by professional staff, providing information to keep MGHers and visitors informed about the best ways to maintain a healthy lifestyle.

Lecture on health care economics

The Department of Radiation Oncology and the MGH Cancer Center are sponsoring a lecture series on non-clinical issues in health care. The Sept. 13 lecture, about the economics of health care, will be held in Bigelow 830, 5 to 6 pm. The lecture can be viewed by satellite at Emerson Hospital. The guest speaker will be Joseph P. Newhouse, PhD, of Harvard University. For more information, call 6-8150.

MASSACHUSETTS
GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

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Beth Baratz, assistant editor, at 4-5627;

by fax to 6-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

www.mgh.harvard.edu/pubaffairs

IN GENERAL

William H. Harris, MD, of MGH Orthopaedics, will receive the first Maurice E. Mueller prize for excellence in orthopaedic surgery this week in Winterthur, Switzerland. The award is given by the Maurice E. Mueller Foundation, based on lifetime contributions to the field of orthopaedic surgery.

William F. Crowley, MD, of the MGH Reproductive Endocrinology Unit, has been selected to receive the Monsanto Clinical Investigator Lecture Award for the year 2000. The award is the highest honor given to a clinical investigator from the Endocrine Society. He will receive the award at the Society's annual meeting June 2000.

Roger Hajjar, MD, of the MGH Cardiovascular Research Center, recently received the Doris Duke Clinical Scientist award from the Doris Duke Charitable Foundation. Duke, the late tobacco heiress, was interested in the training and education of young people to help relieve human suffering from disease. The Clinical Scientist Award program was established to meet this goal.

September 17, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Awareness is key in helping prevent ovarian cancer deaths

Madelyn DeLeo, of Bristol, Rhode Island, is an advocate for ovarian cancer awareness — she has had the disease twice. DeLeo was first diagnosed in 1979, nearly two years after a gynecologist discovered an ovarian cyst, which supposedly had gone away. She sought consultation from the MGH, but was treated in Rhode Island. She underwent a hysterectomy, chemotherapy and follow-up surgery that put her disease into remission. In 1996, 17 years later, DeLeo felt sick again.

"I felt mild abdominal pain and had pelvic discomfort, but it was nothing that would cause anyone to go running to a doctor," says DeLeo. "Although I had been monitored every six months by my oncologist since 1979, he couldn't find the problem and claimed that there was nothing wrong with me. An MRI and CT scan found nothing, but I knew my body was signaling that something was out of sync," she says.

After several doctors dismissed DeLeo's concerns, her oncologist in Rhode Island finally ordered a CA125 test and called her to come in right away — her CA125 level (a protein that may be found in the blood of ovarian cancer patients) was elevated. Despite her history of ovarian cancer and the fact that she was complaining of ovarian cancer symptoms, this physician was the first to give her a CA125 test. DeLeo found herself with a recurrence of cancer. That is when she decided to return to the MGH for treatment.

"Unfortunately, misdiagnosis is a common story for many women with ovarian cancer," says Michael Seiden, MD, a medical oncologist in the Gillette Center for Women's Cancers at the MGH. "The symptoms of ovarian cancer are vague and

(Continued on Page 2)

Documenting medical history:

MGH physicians commission an Ether Dome mural

Thousands of visitors each year pass through the doors of the MGH Ether Dome to gaze upon the room where one of the most monumental moments in medical history took place — the first successful public demonstration of the use of ether to produce anesthesia for surgery. As they look around the sunlit room, visitors must rely on their imaginations to visualize the famous surgery that was performed in 1846 by John Collins Warren, MD. *(See story on Page 2.)*

In this early photo showing a surgical patient under ether, John C. Warren, MD, stands with his hands on the patient. The composition of the Ether Dome mural is still to be determined. Hotline will continue to cover its progress.

Soon visitors' imaginations will have the assistance of a full-scale mural, commemorating that significant moment, painted on the walls of the Ether Dome. The project is the brainchild of members of the Ether Dome renovation committee, which coordinated the dome's 1996 facelift. Because there are no historically accurate depictions of the first demonstration of ether, the committee decided that a mural would be the best way to commemorate this momentous event. The MGH chiefs of service and physicians throughout the hospital have taken on the project and commissioned a local artist to undertake this monumental task.

"Clearly the whole story of the first demonstration of ether is a great event in our history and in the history of medicine," says Andrew Warshaw, MD, chief of MGH Surgery, who is

(Continued on Page 2)

Medicine's greatest gift

(Reprinted from *Hotline,* Oct. 16, 1996)

More than 150 years ago, in the operating theater on the top floor of the MGH's Bulfinch Building, one of the greatest moments in medicine occurred. On Oct. 16, 1846, William T.G. Morton, a Boston dentist, demonstrated the use of ether during surgery — ending the indescribable pain and the overwhelming dread that had been associated with the surgeon's knife.

Using a specially-designed glass inhaler containing an ether-soaked sponge, Morton administered the anesthetic to Gilbert Abbott, a printer who had come to the MGH for treatment of a vascular tumor on his jaw. After several minutes, Abbott was rendered unconscious. John Collins Warren, MD, one of the most widely recognized surgeons of that time, then surgically removed the tumor. Upon wakening, Abbott informed the curious and skeptical physicians and medical students in the theater that he had experienced no pain.

As Abbott was being carried from the operating theater, Warren turned and faced the incredulous assemblage of onlookers. "Gentlemen, this is no humbug," he said, offering a peculiar, yet powerful, endorsement of the effectiveness of anesthesia in surgery. With these now-famous words, a new era of medicine began.

News of the discovery spread quickly, and within months, it was hailed as the "greatest gift ever made to suffering humanity."

— Documenting medical history

(Continued from Page 1)

leading the physicians' effort along with Warren Zapol, MD, chief of Anesthesia and Critical Care. "This mural will be a gift from the physicians to the MGH in recognition of our feelings of appreciation to the hospital. It is our way of thanking the MGH."

Warren Prosperi, a Boston artist, has been commissioned to paint the mural on-site — a task that will require months of preparation and coordination. Prosperi has painted portraits of many MGH physicians, including John Stoeckle, MD, Thomas Hackett, MD, Paul Russell, MD, and John Burke, MD. "Another exciting aspect is that the artist will paint on site, so essentially it will be like watching Michelangelo create the Sistine chapel," says Warshaw. "We'll be a live audience."

The goal of the project is to complete the mural in time for the Ether Day celebration in October 2001.

"This dramatic demonstration was the most significant event for surgery in the 19th century," says Zapol. "It established our field of medical practice, and it took place here at the MGH. It is a demonstration of the inventiveness, courage and excellence that characterizes medical care at the MGH."

According to Ann Prestipino, MGH clinical vice president, physicians have already begun making contributions to the cost of the mural. "We are very grateful to the physicians who have made contributions to this wonderful gift so far," she says.

Donations to the new mural can be made through the MGH Development Office by calling Kelley Herlihy at 4-6087. ●

— Awareness is key in stopping ovarian cancer

(Continued from Page 1)

so common that they often are ignored. I'm not saying that women should go running to the doctor if they feel bloated or have excessive gas, but if these symptoms go on for months, perhaps they should be taken seriously," says Seiden.

According to Seiden, although ovarian cancer is approximately 80 percent curable when it is found early enough, most women aren't diagnosed until it has spread to their intestines and other areas. "This is what makes ovarian cancer so scary. There aren't any reliable early detection methods right now," he says. Seiden does, however, see a brighter future: "We are doing much better at treating ovarian cancer than we were 30 years ago. There are researchers here at the MGH and at Dana-Farber, among other places, who are working to find better methods for detection and treatment of this disease," he says.

As is common with ovarian cancer, DeLeo's disease wasn't diagnosed early because of her vague symptoms. She is currently undergoing chemotherapy at the MGH.

Symptoms of ovarian cancer

- Vague but persistent gastrointestinal complaints such as gas, nausea and indigestion
- Frequent or urgent urination
- Unexplained change in bowel habits
- Abnormal postmenopausal bleeding
- Pelvic and/or abdominal swelling and pain; bloating or a feeling of fullness
- Ongoing fatigue
- Pain during intercourse
- Unexplained weight gain or weight loss

"My advice to women is to be aggressive with their doctors," says DeLeo. "You know your own body. If something feels foreign, go to a doctor and be persistent until they figure out what is wrong." DeLeo and Seiden also encourage women to be aware of the symptoms that go along with ovarian cancer. Both feel that through education and awareness, women's chances for survival will continue to increase.

In recognition of National Ovarian Cancer Awareness Month, teal-colored ribbons, symbolizing ovarian cancer awareness, are available throughout September at the Gillette Center for Women's Cancers at the MGH, located on Cox 1. For more information about ovarian cancer, visit the Cancer Resource Room located on Cox 1 or call Aimee Harris, at 4-4800. ●

The Lock Monsters help the Angel Fund

The Lowell Lock Monsters hockey team presented proceeds from their St. Patrick's Day dinner dance and silent auction to the Angel Fund for ALS (Lou Gherig's Disease) Sept.10 at the CNY. Pictured here *(from left)* are Debra M. DiGregorio, BSc, MHP, fund administrator for the Angel Fund; Bernice Rowe from the Lowell Lock Monsters; Robert H. Brown, Jr., MD, director of the Day Neuromuscular Research Center at the MGH; and Paul DelVecchio, executive director of the Angel Fund. ●

Three-dimensional imaging helps improve patient care

In February, the MGH Radiology Department introduced a new service to compliment its range of imaging services — three-dimensional imaging. Under the direction of Gordon Harris, PhD, the new 3-D Clinical Service helps improve the imaging needs of MGH clinicians with cutting-edge technology.

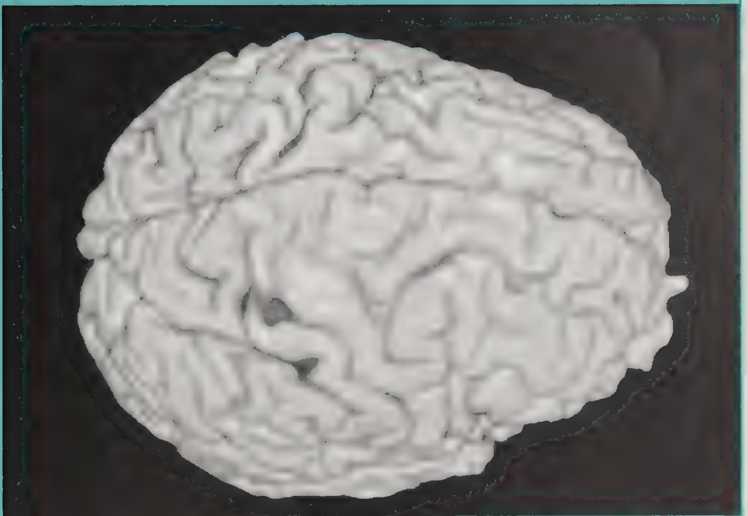
According to Harris, 3-D imaging helps radiologists and referring physicians make faster, more accurate diagnoses and treatment decisions. Surgical procedures can be planned before entering the operating room, reducing operating time and the time that patients are under anesthesia. Exploratory surgical time also is reduced using 3-D pre-surgical planning. Three-dimensional images routinely are provided for viewing many body systems — including the neurological, vascular, skeletal and abdominal systems — as well as the lungs and bronchi.

Harris says that, since 3-D imaging was introduced, requests have increased steadily throughout the hospital. "Once physicians see the type of information that a 3-D image can provide, they wonder how they ever worked without it," he says. "Neurology and Neurosurgery were the first groups to use 3-D imaging to plan surgical procedures. Now, we are seeing an increasing number of requests from Orthopaedics, Vascular Surgery and Oral and Maxillofacial Surgery."

Once a 3-D request is ordered, a patient undergoes either an MRI or CT scan. Then individual images are processed and put together into a 3-D image in the Radiology Computer-Assisted Diagnosis Laboratory or RAD-CADx LAB. In this lab, clinicians can view the 3-D images, or technologists can produce requested images for viewing on PACS, the computer-based digital image archive and review system. Because images can be viewed as a whole using 3-D imaging, rather than as individual "slices" of a CT or MRI image, clinicians can save time in their review. Harris and his staff also are available to provide technical advice to MGH clinicians.

"The most important implication of moving into the 3-D era is the prospect of better care for patients," says James Thrall, MD, chief of MGH Radiology. "Individual examples encompassing surgical planning and reduced invasiveness of the diagnostic process clearly point to the benefits patients may expect."

To schedule an exam, call 4-XRAY and specify that two exams need to be scheduled — one for MRI or CT and one for 3-D imaging. For more information or to schedule a visit to the 3-D Lab, call 4-5667.



A 3-D image of a brain.

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WHAT'S HAPPENING

Cancer Center seminar

The Cancer Center Patient and Family Support Program (PFSP) is offering the following seminar: "Managing Symptoms: What Happens when my Blood Counts are Low?," Sept. 21, noon to 1 pm in the Cancer Resource Room on Cox 1. Registration is not required for this free seminar. For more information, call Christine Foster at 6-7432.

Payment systems and provider organizations lecture

The Department of Radiation Oncology and the MGH Cancer Center are sponsoring a lecture series about non-clinical issues in health care. The Sept. 22 lecture will cover payment systems and provider organizations and will be held in the Lawrence House, 5 to 6 pm. The lecture can be viewed by satellite at Emerson Hospital. The guest speaker will be Nancy M. Kane, MBA, DBA, of the Harvard School of Public Health. For more information, call 6-8150.

Computer workshops

Partners Information Systems will offer computer workshops about Partners software applications this fall at Charles River Plaza, 185 Cambridge St. For schedules, course descriptions and online registration, log onto *helpdesk.partners.org/data* and select "Training." Schedules and registration forms also are available by calling (800) 315-0895.

Health Day '99

MGH Charlestown and the Boston Evening Medical Center are participating in Health Day '99, a citywide health care initiative, Sept. 18. There will be free health screenings, information on community health centers, giveaways and raffle prizes at 27 sites across the Boston area. MGHers also can enroll their children for free or low-cost health insurance. For a listing of sites and times, call 534-5050.

Friends of the MGH Cancer Center DIALOGUES

The Friends of the MGH Cancer Center will present a DIALOGUE seminar about "The Functional Restoration of Cancer Patients: The Role of the MGH Institute of Health Professions," Oct. 5, 6 pm in the O'Keeffe auditorium. Henry Mankin, MD, of MGH Orthopaedic Oncology, will moderate a panel of experts. Refreshments will be served. For more information, call 6-1063.

EAP workshops

The Employee Assistance Program (EAP) is offering a new parent support group, "Working and Parenting in the First Year," beginning Sept. 21, 1 to 2 pm, and a breastfeeding seminar Sept. 28, 1 to 2 pm, both in the VBK Building, 401. For more information, contact the EAP at 6-6976.

Kenneth B. Schwartz rounds

The 30th Kenneth B. Schwartz rounds will be held Sept. 24, noon to 1 pm in the Walcott Conference Room. Lunch will be provided. The rounds will feature a discussion about "The Ethics of Endostatin: Balancing the Hope vs. the Hype." To RSVP, call 4-6862.

Partners in Excellence Award nomination deadline

Nominations for the 1999 Partners in Excellence Award, which recognizes individuals and teams for exemplary contributions to Partners, are available through departmental supervisors. Submit nomination forms by Sept. 22 through in-house mail: Partners in Excellence Award, Partners Employee Programs, Human Resources, 185 Charles River Plaza, or by fax to 4-0931. For more information, call 6-2230. Nomination forms also are available online at *is.partners.org/hr/employee/pep.html.*

Blood pressure screening

The Massachusetts General Physicians Organization is sponsoring a blood pressure screening booth, Sept. 20, 6 am to 6 pm in the Main Corridor. Educational materials will be available. For more information, call 4-6336.

A Joint Walk to benefit the Arthritis Foundation

MGHers are invited to join employees from BWH and other Partners affiliates in the 5-mile "A Joint Walk," Oct. 17, at noon at Boston City Hall Plaza. Partners HealthCare System is a corporate sponsor of the walk to benefit the Arthritis Foundation. To join the MGH team of walkers, call Clint Sours at 4-2823.

MASSACHUSETTS
GENERAL HOSPITAL

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100 Charles River Plaza, Suite 600
Boston, MA 02114.

www.mgh.harvard.edu/pubaffairs

Developmental Biology and Cancer symposium

Kurt Isselbacher, MD, director of the MGH Cancer Center, welcomed physicians and scientists to a recent symposium entitled "Developmental Biology and Cancer," hosted by the MGH Cancer Center and sponsored by the Massachusetts Biomedical Research Corporation. The symposium explored how biological mechanisms involved in the normal development of an organism can cause cancer when they malfunction. More than 200 attendees participated in the symposium.

September 24, 1999

MGH**HOTLINE**

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MassGeneral Hospital
for Children

Welcome to MassGeneral Hospital for Children

MGH Pediatrics, long a cornerstone of care for families throughout the country, has undergone a name change. The MGH Board of Trustees approved its new identity — MassGeneral Hospital for Children — Sept. 17.

The name change resulted from a year-long market research study that indicated many people, both regionally and nationally, do not recognize that the MGH has extensive pediatric services. Based on these results and a continued commitment to family-centered care, the MGH has decided to promote all the services available to children and their families under one name. Several names were surveyed before the final choice was made.

> **"FOR MANY OF US WORKING IN PEDIATRICS, THE CHANGE IN THE NAME ALSO BETTER REFLECTS WHAT OUR SERVICE IS."**
> **— R. ALAN B. EZEKOWITZ, MBCHB, DPHIL, CHIEF OF THE PEDIATRIC SERVICE AT THE MASSGENERAL HOSPITAL FOR CHILDREN.**

"For many of us working in Pediatrics, the change in the name also better reflects what our service is," says R. Alan B. Ezekowitz, MBChB, DPhil, chief of the Pediatric Service at the MassGeneral Hospital for Children. "We are a full service pediatric health care provider with the ability to offer all the technologies and expertise that a general hospital can offer," says Ezekowitz. "The advantage to this is our overall ability to provide a continuum of care for illnesses that span

(Continued on Page 2)

MGPO names Slavin to top position

The Board of Trustees of the Massachusetts General Physicians Organization (MGPO) named Peter L. Slavin, MD, to the position of CEO and chair, Sept. 17. Slavin will succeed W. Gerald Austen, MD, who is retiring from the position, and will start in November.

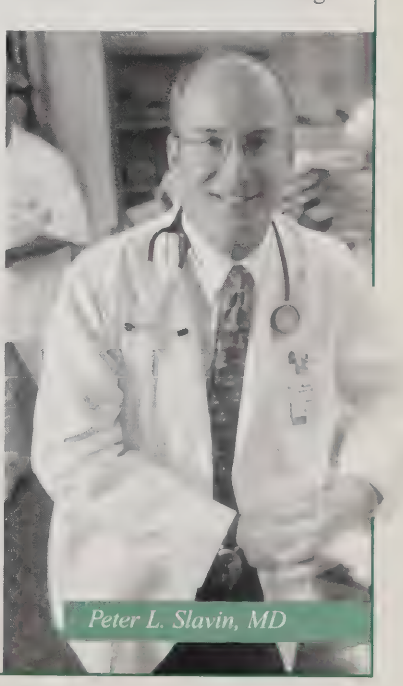
Slavin announced earlier this month that he would step down as president of Barnes-Jewish Hospital in St. Louis, a 1,150-bed adult teaching hospital affiliated with Washington University School of Medicine. Prior to assuming the top position at Barnes-Jewish two years ago, Slavin was chief medical officer of the MGH and a medical director of the MGPO.

"Barnes-Jewish was a wonderful experience, but Boston and the MGH are home," says Slavin. "I am delighted to shift my focus from hospital administration to physicians, especially at the MGH, where so much talent exists."

As CEO and chair, Slavin will serve as the leader of the MGPO, furthering its mission to offer the highest quality patient care, educate future academic and practice leaders, and advance medicine through excellence in biomedical research. The MGPO also supports physicians through a broad range of services — such as managed care contracting and program development, finance and administration, marketing, business development, information systems, physician compensation and benefits, human resources, customer service and communications. In addition, the MGPO works in partnership with the MGH and Partners HealthCare System to foster the integrated delivery of patient care.

"The search committee interviewed several strong candidates, but Peter stood out and was our unanimous choice," says Andrew Warshaw, MD, chief of MGH Surgery and chairman of the MGPO Search Committee. "He has successfully managed a large medical center with an outstanding reputation. Peter understands and is committed to the MGH's tradition of excellence in patient care, teaching and research. We were drawn to Peter as a physician leader who would work well with our professional management team, which is essential to survival in these budget-cutting and managed care times."

Austen plans to continue at the MGH to help with the transition. "Peter Slavin is a wonderful choice for this job," he says. "I'm truly excited and pleased that he will be coming back to the MGH community." ●



Peter L. Slavin, MD

— MassGeneral Hospital for Children

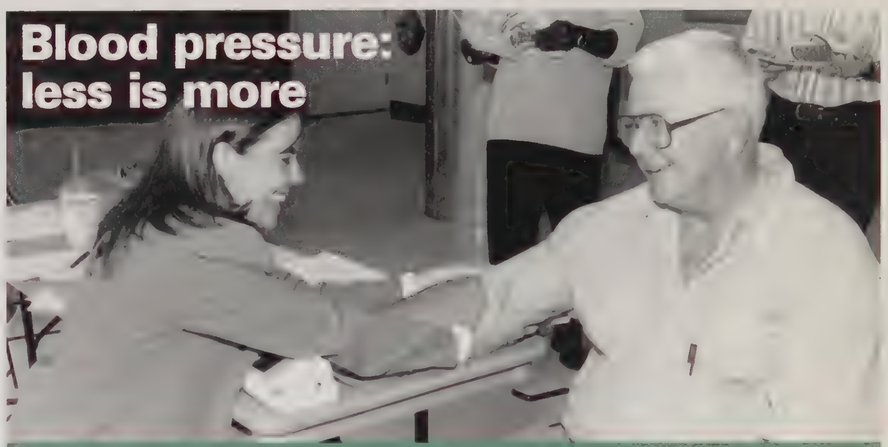
(Continued from Page 1)

age groups, as well as the continued ability to offer training programs for physicians in all subspecialties."

The name change supports the ongoing development of a Partners integrated child health network, which will provide personalized, family-centered care while ensuring availability of high-quality, cost-effective pediatric subspecialty services.

Plans are underway for an external marketing campaign in local newspapers and radio heralding the new identity. The new logo and name will appear throughout the fall in various communications to patients, referring physicians and hospital staff. The change will culminate at the beginning of next year with a celebration for employees and the launch of the public campaign. Watch *Hotline* for more information and updates. ●

Blood pressure: less is more



Sybil Harcourt, MPH, project manager of the "Blood Pressure: Less is More" project, takes the blood pressure of MGH visitor Harry Allen at the Sept. 20 blood pressure screening drive. The drive, hosted by the Massachusetts General Physicians Organization, was held to promote general awareness of healthy blood pressure. A second screening day is scheduled for late October.

MGH and Partners advocate for teaching hospitals at nation's capital

A group of MGH and Partners delegates descended on the nation's capital Sept. 14 for the second annual Teaching Hospital Advocacy Day. More than 160 hospital leaders from across the country went to Washington, DC, to discuss with members of congress how the Balanced Budget Act (BBA) of 1997 has affected teaching hospitals.

Thomas Durant, MD, assistant director of the MGH; Jeanette Ives Erickson, RN, MS, senior vice president of Patient Care Services; and clinical vice presidents Ann Prestipino and Kate Walsh made up the MGH contingent accompanying Deborah Colton, director of Partners Government Relations and Jeff Otten, president of BWH.

The group of hospital leaders, led by representatives of the Association of American Medical Colleges (AAMC) and the American Hospital Association (AHA), met with a group of senators, including Edward Kennedy (D-Mass.) and Daniel Patrick Moynihan (D-NY), to discuss the BBA and the resulting Medicare reductions that have negatively affected academic health centers.

To balance the federal budget in 1997, Congress reduced Medicare spending by $115 billion over five years. The goal was to save money by cutting what Medicare pays providers to take care of patients in hospitals and sub-acute settings. Since the BBA passed, hospitals and health systems across the country have had to make drastic cuts in services for all patients, not just those on Medicare.

According to Colton, the goal of this particular visit to the capital for Teaching Hospital Advocacy Day was to convince congressional leaders to freeze planned reductions in Medicare payments for graduate medical education this year. "We are supporting other, broader hospital BBA relief proposals, but the cut in graduate medical education is the BBA revision that has hit teaching hospitals the hardest," she says.

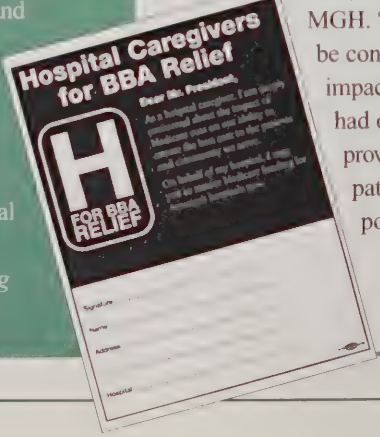
For more information about the BBA, log onto the AAMC website at *www.aamc.org* or the AHA website at *www.aha.org*.

MGHers support BBA relief

MGHers showed tremendous support for the American Hospital Association's "Hospital Caregivers for BBA Relief" campaign by sending more than 2,300 postcards to the nation's capital last week.

The postcards were pre-printed with a message from caregivers to congressional leaders urging the restoration of Medicare funding for hospitals.

"We were very pleased with our employees' response to the postcard campaign," says James J. Mongan, MD, president of the MGH. "We should all be concerned about the impact the BBA has had on our ability to provide the best patient care possible."



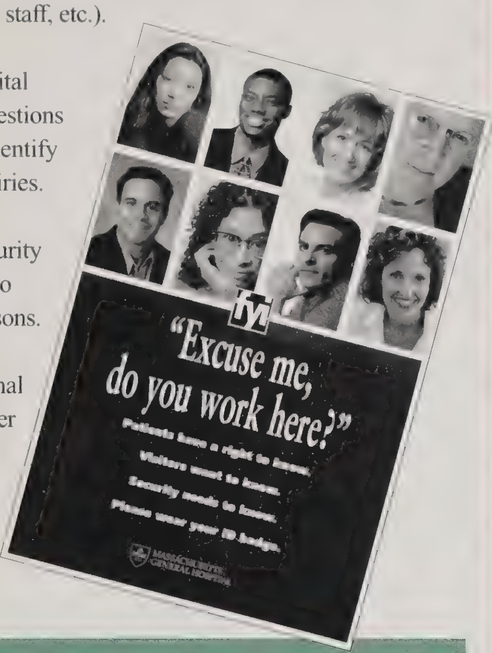
Hospital Caregivers for BBA Relief
H
FOR BBA RELIEF
Dear Mr. President,
Signature
Name
Address
Hospital

"Excuse me, do you work here?"

MGHers are reminded to wear their ID badges while on duty at the hospital. Not only is wearing ID badges a hospital policy, but it is important for a variety of reasons:

- Patients have a right to know who their caregivers are and the nature of their position (i.e. whether they are doctors, nurses, technicians, support staff, etc.).
- Visitors in the hospital who need to ask questions should be able to identify employees for inquiries.
- The Police and Security Department needs to know for safety reasons.

To receive additional copies of the FYI poster for ID badges *(see [illegible]t),* call Maryanne Spicer in Corporate Compliance at 6-5109. ●



fyi

"Excuse me, do you work here?"

Patients have a right to know.
Visitors want to know.
Security needs to know.
Please wear your ID badge.

MASSACHUSETTS GENERAL HOSPITAL

Fashion show benefits MGH Brain Tumor Center

A gift of $9,000 was given to the MGH Brain Tumor Center from customer sales at Bloomingdale's annual fall fashion show and luncheon Sept. 9 at the store's Chestnut Hill location. The gift will help fund brain tumor research and services. From left, John Henson, MD, executive director of the MGH Brain Tumor Center, Patricia Chadwick, regional vice president for Bloomingdale's, along with Brain Tumor Center supporters Laurie and Harry Betsivolas and Jean Morgan.

Nutralert helps diners make healthy choices

The department of Nutrition and Food Services recently launched Nutralert, a program designed to keep patrons in the Eat Street Café informed about the nutritional value of what they are eating. Nutralert has four components — a daily menu, special meal suggestions, a monthly nutrition topic and a nutrition guidebook.

The daily menu is posted at the entrance of the Eat Street Café with a listing of the day's offerings and the number of calories and grams of fat in each serving. Each day, a registered dietician makes two suggestions for "Nutralert meals" — meals that contain less than 650 calories and 22 grams of fat.

In addition, the Nutralert guidebook can be referenced so that customers can compare calories and fat in the standard daily offerings, and can be advised about which choices best fit into a low-calorie, low-fat diet. For example, the Nutralert guidebook shows that the 4-ounce turkey sandwich on a bulkie roll, offered at the deli bar, has 325 calories and 6 grams of fat.

From left: Marjorie Jones of Nutrition and Food Services and Barraclough hand out samples of a Nutralert meal at the program's kick-off.

"The recipes for the suggested Nutralert meals were adapted from those we found in a variety of sources, such as *Bon Appetit* magazine and the Internet," says project coordinator Susan Barraclough, RD, manager of Food Production and Retail Services. "We believe in choice. We are giving consumers nutrition information about what we serve, and the suggested Nutralert meals are just two of many choices that would fit a diet moderate in calories and fat."

According to Barraclough, Nutralert is geared toward anyone who wants nutrition information about the foods that they select at the Eat Street Café. "This particular program focuses on calories and fat because we feel that these are the most common concerns of customers," she says. In addition, specific dietary issues, such as sodium and fiber intake, recommendations for healthy eating around the holidays and vegetarianism, will be discussed at the Nutralert center each month.

Nutralert guidebooks can be obtained in the Eat Street Café. For more information about the Nutralert program, call Susan Barraclough at 4-4027 or the Eat Street Café at 4-8879.

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WHAT'S HAPPENING

Cancer Center seminars

The Cancer Center Patient and Family Support Program (PFSP) is offering "Managing Lymphadema [arm and leg swelling] through Exercise," Sept. 27, noon to 1 pm; "Parenting in Challenging Times: Drop-in Support Group for Parents," Sept. 28, 11 am to noon; "Sexually Speaking: An Interactive Discussion about Intimacy Issues while Living with Ovarian Cancer," Sept. 28, noon to 1 pm. All seminars are held in the Cancer Resource Room on Cox 1. Registration is not required for these free seminars. For more information, call 6-7432.

Timilty mentors needed

The MGH/Timilty Partnership opens doors to the world of science for minority students. MGHers are invited to support the hospital's efforts by becoming a science fair mentor for the Science Connection Program. For more information, call 4-3210 or visit *http://timilty.boston.k12.ma.us/mgh/Scvolunteers.htm.*

New ultrasound suite

The construction of a new eight-room ultrasound suite was recently completed on White 2. This improvement of the facility is part of Radiology's master space plan. The new suite will be open for operation starting Oct. 4. All outpatients scheduled for ultrasound examinations should take the Blake/Ellison elevators to Blake 2 Radiology Reception where they will be directed to the new ultrasound suite. For more information, call 4-0217

Deadline extended for Partners in Excellence Award

The deadline for nominations for the Partners in Excellence Award has been extended to Sept. 27. Nominations can be submitted through in-house mail: Partners in Excellence Award, Partners Employee Programs, Human Resources, 185 Charles River Plaza, or by fax to 4-0931. Nomination forms can be obtained through supervisors, the mailroom, online at *http://is.partners.org/hr/employee/pep.html* or by calling 4-0928. Online nomination forms cannot be submitted electronically. For more information, call 6-2230.

Lecture about managed care policy issues

The Department of Radiation Oncology and the MGH Cancer Center are sponsoring a lecture series about nonclinical issues in health care. The Sept. 29 lecture will cover managed care policy issues and will be held in Lawrence House, 5 to 6 pm. The lecture can be viewed by satellite at Emerson Hospital. The guest speaker will be Nancy Turnbull, MBA, of the Harvard School of Public Health. For more information, call 6-8150.

Legal issues in domestic violence

Christina Harms, judge for Norfolk Probate and Family Court, and James Ptacek, assistant professor of Sociology at Suffolk University and author of *"Battered Women in the Courtroom: The Power of Judicial Responses,"* will speak about legal issues in domestic violence. The program will be held Oct. 7 in the Wellman Conference Room, noon to 1 pm. Lunch will be served. For more information, call 4-0054.

Jimmy Fund walk

MGHers are invited to join the MGH Running Club for the Jimmy Fund walk Oct. 17. The walk benefits cancer research. Registration materials are available at Blake 1096, by calling (800) 632-3562 or visiting *www.jimmyfund.org.* For more information, call 670-1858 or send e-mail to Kate Ulbricht at *kulbricht@partners.org.*

Schwartz Center annual dinner

Mitch Albom, author of "Tuesdays with Morrie," will be the keynote speaker at the Kenneth B. Schwartz Center's annual dinner, Oct. 19 at the Westin Hotel in Copley Place. The dinner also will feature a performance by singer Judy Collins. For more information or to help with the event, call Sara Sewall at 4-9433.

Clinical research coordinator training session

The Clinical Research Program is sponsoring "Conducting Clinical Research Studies," presented by Lorraine Ellis, MBA, Oct. 6, 8:30 am to 5 pm, Wellman 101. The program will include instruction in the roles of research staff, good clinical practice, the study initiation process, ongoing study activities, closing a study and Food and Drug Administration audits. For information or to register, call 4-2900.

Career development series

Mass. Medical Society, Harvard Medical School and several other local organizations are sponsoring a career development series for physicians in postdoctoral training, junior faculty and residents. The first lecture will cover how to run effective meetings, Oct. 19, 5:15 pm to 7:30 pm at the Longwood Galleria Conference Center. The speaker will be Harry L. Greene II, MD, executive vice president of the Massachusetts Medical Society. Pre-registration is required and dinner will be served. To register, call (800) 843-6356. For more information, call 432-1847.

MGH Marathon Team 2000

The MGH Marathon Team will have a limited number of pre-approved marathon numbers for the Boston Marathon on April 17, 2000. Team members must raise a minimum of $2,000 to support MGH Pediatric Cancer Research and Clinical Services. To join the MGH Marathon Team, call Chris Lojko at 4-2818.

MASSACHUSETTS
GENERAL HOSPITAL

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Beth Baratz, assistant editor, at 4-5627;

by fax to 6-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

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October 1, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH health centers join in Health Day '99

MGH Charlestown HealthCare Center and Boston Evening Medical Center recently participated in Health Day '99, a citywide effort to promote health education. The two health centers were among 27 sites around Boston that provided health education information, free screenings and information about health insurance for children.

Right: Frank Aikeins, a temporary phlebotomist at Boston Evening Medical Center, reviews health education materials with Lily Prek, an outreach worker for MGH Community Health Associates.

Below: Erin Flynn-Dries, RN, a nurse practitioner at MGH Charlestown, checks the blood pressure of 9-year-old Patrick Walsh.

MGHers recognized for blood donation

Kimberly Kent of MGH Blood Transfusion Services receives a certificate at the MGH Blood Donation Appreciation Luncheon.

Bill Dignan of MGH Buildings and Grounds has been donating blood for more than 30 years. So it is no surprise that he has given 144 units or 18 gallons of blood to the MGH Blood Donor Center. Dignan, along with more than 90 other MGH employees, recently were honored for their generosity at a special appreciation luncheon Sept. 24.

Presented by the MGH Blood Donor Center, the luncheon recognized MGHers who have donated more than 20 units of blood over the years. "We wanted to honor our own employees who not only give so much of themselves every day in their jobs but also go beyond that to donate blood for our patients," said Richard Carson, operations manager of the MGH Blood Donor Center.

Each donor had a particular reason for donating blood on a regular basis. Noted as the highest donor at the luncheon, Dignan credits the start of his habit to his days in the military. "In 1966, when I was in Okinawa, we all donated blood," he said. "And I'll never forget what the guy who took our donations always said to us: 'There is no reason why anyone should die because of lack of a blood supply.'"

A common theme that ran throughout the luncheon is that, working in a hospital setting, MGHers understand more than most the importance of donating blood. "As hospital workers, we are reminded daily of the need for blood products," said Christopher Stowell, MD, PhD, director of the MGH Blood Transfusion Service and guest speaker at the luncheon. "At the MGH, standards are high. Not only is competence expected, but excellence is assumed. So it is no surprise that this group of employees goes even further than expected by donating their own blood."

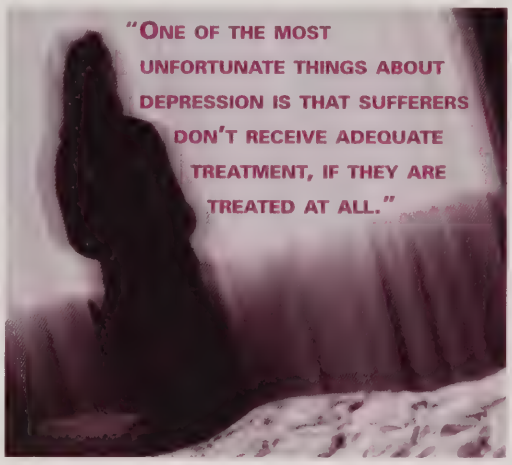
Carolyn Tamer of MGH Urology, who also was in the top 10 donors with 86 units, confirms her commitment to donating because of the work she does in Stoma Services. "It isn't a difficult choice," she says. "I have been here at the hospital for 36 years, and there has always been a need for blood. I recognize my part in making sure that we have a good supply."

Theresa Gallivan, RN, associate chief nurse, spoke at the luncheon on behalf of Patient Care Services. "We are providing care to more patients, and those patients are more acutely ill, requiring more intervention and blood products than ever before," she said. "I am in awe of the commitment to patients demonstrated by MGH employees, and all of you who take that commitment one step further with your priceless donations. You are an inspiration to us all."

Shedding light on the darkness of depression

Depression is an illness that affects body, mood, thoughts and behavior. While it is treatable, its exact causes are not known. Fortunately, the myriad doctors and researchers working on depression have developed better techniques and more improvements to existing treatments than ever before.

The Depression Clinical and Research Program at the MGH is committed to enhancing the lives of people suffering from the various forms of depression through the development of novel treatments and the improvement of existing treatments. The program has grown tremendously under the leadership of Maurizio Fava, MD, director, and Jerrold F. Rosenbaum, MD, chief of the Clinical Psychopharmacology Unit and director of Outpatient Psychiatry at the MGH. According to Jonathan Alpert, MD, PhD, co-associate director with Andrew Nierenberg, MD, of the Depression Clinical and Research Program, some people have a biological predisposition to developing depression. "Those who have a first degree relative (parent or offspring) with depression are two or three times more likely to develop it themselves," he says. "There may be many other causes for depression as well, such as stress and certain viruses or toxins."



> "ONE OF THE MOST UNFORTUNATE THINGS ABOUT DEPRESSION IS THAT SUFFERERS DON'T RECEIVE ADEQUATE TREATMENT, IF THEY ARE TREATED AT ALL."

There are many different treatment options, including more than 20 antidepressants. New pharmaceutical treatments are in clinical trials, and the dietary supplements SAMe and St. John's Wort are being studied at the MGH and elsewhere. According to Alpert, individuals respond differently to treatments, which leads researchers to believe that depression is really a complex of interrelated illnesses. "The key is finding which treatment will help a particular patient," he says.

While many people with depression can be helped, Alpert states that approximately 15 percent will not respond to multiple trials of anti-depressants. For some patients, treatments work for about 8 to 12 weeks and then symptoms return. Many people, however, experience life-changing and enduring results from treatment.

"One of the most unfortunate things about depression is that sufferers don't receive adequate treatment, if they are treated at all," says Alpert. "Many people with depression have no hope that things will ever get better and this prevents them from seeking treatment." He also believes the stigma attached to mental health problems prevents people from seeking treatment. While society has become more knowledgeable, he explains, depression is too often seen as a sign of instability or weakness.

According to Alpert, recognizing the symptoms of depression is the first step. This is why awareness initiatives, such as National Depression Screening Day, are needed. Alpert's advice to anyone who thinks they might have depression is to visit a National Depression Screening Day site *(Oct. 7, see "What's Happening," Page 4, also for times and locations).* Concerned MGHers can visit their primary care physician or contact Outpatient Psychiatry. The Employee Assistance Program (6-697 is an additional resource for employees in fin help for depression . ●

The symptoms of depression

There are three types of depression: major depression, disthymia and bipolar depression. Experiencing five or more of the following symptoms for at least two weeks may indicate major depression:

1. sad mood
2. loss of interest in things
3. insomnia or excessive sleeping
4. unusually small or large appetite
5. fatigue
6. difficulty concentrating when making decisions
7. feelings of worthlessness or guilt
8. feeling physically agitated to the point of restlessness or of feeling slowed down
9. suicidal thoughts, ranging from passive ("It wouldn't matter if I died in my sleep.") to aggressive ("I am going to kill myself.")

Wage and salary pro

As the hospital continues to tighte
announced a fiscal year 2000 wag
performance-based wage and salary increas
with their paychecks this week, James J. M
cited the extraordinary efforts of employee
while facing the challenge of high patient vo
pressures.

Employees are eligible for a pay increase
pleted performance appraisal is required be
range of the increases is from 0 to 5 percen
funded at 3 percent, similar to programs at

According to Jeff Davis, senior vice pre
and salary program has not changed over t
who are above the maximum for their pay
3 percent rather than a pay increase. All of t

The wage and salary program follows a
past year has been a challenging one financi
academic medical centers in the Unite
pressure to hold down costs even as ac
providing an opportunity for employees to

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MD, president of the MGH,
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raises is a budget priority."

ADVANCES

MGH researchers identify angiogenesis inhibitor in gallbladder cancer

An MGH research team has discovered that a cellular growth factor called TGFβ1 has a previously unsuspected role in regulating the growth of blood vessels associated with metastatic gallbladder cancer. The study's results, appearing in the October issue of *Nature Medicine,* may someday lead to strategies to prevent the growth of metastases from gallbladder cancer, a serious problem in treatment of the disease.

In gallbladder cancer, metastases are few and very small as long as the primary tumor remains in place. But when the tumor is surgically removed — the only current treatment for the disease — metastases appear and grow quickly. As a result, only about 5 percent of patients having the surgery survive for five years or more.

In their animal study, the research team led by Rakesh Jain, PhD, director of the Steele Laboratory for Tumor Biology, found that primary gallbladder tumors appear to suppress the growth of metastases and associated angiogenesis by producing TGFβ1, known to be a cellular growth factor. "We were very surprised with this result," says Jain. "TGFβ1 is what we call a pluripotent cytokine. It can have many different effects depending on the concentrations at which it is present, its location and other circumstances. Some studies have shown that it promotes angiogenesis. Finding that it can suppress angiogenesis in gallbladder cancer is provocative."

The paper's first author, Takeshi Gohongi, MD, a research fellow in the Steele Lab, adds, "This discovery may give us an opportunity to develop new postsurgical treatment protocols. If we can learn how to modulate TGFβ1 levels after removal of the primary tumor, we may be able to prevent the rapid growth of metastases that proves fatal for so many of these patients."

The paper's co-authors include Dai Fukamura, MD; Yves Boucher, PhD; and Chae-Ok Yun, PhD, of the Steele Laboratory. ●

Anticipated cancer clinical trial begins in Boston

Patient enrollment for a Phase I cancer clinical trial of Endostatin started Sept. 28 at the MGH, BWH and Dana-Farber Cancer Institute — members of Dana-Farber/Partners CancerCare (DFPCC) — in collaboration with Beth Israel Deaconess Medical Center.

This study represents the first time that Endostatin, an angiogenesis inhibitor that has garnered a lot of public interest, will be tested in patients. As a Phase I trial, the study is being conducted to test the medication's safety and the dose at which it should be given. It is not designed to measure the effectiveness of Endostatin. The study is expected to enroll approximately 15 to 30 patients across all four sites. The patients will be selected at random from those patients who are clinically eligible.

Because of the widespread interest and the relatively small number of patients who can participate in the study, the MGH is receiving a large number of inquiries from the public and reporters.

MGHers who receive calls from patients about this trial should refer them to the central Endostatin hotline at (617) 632-5100, which will be staffed by oncology nurses from Dana-Farber, Monday through Friday, 8 am to 6 pm. Additional information about the trial also is available on the MGH website at *http://www.cancer.mgh.harvard.edu/* or at the Cancer Resource Room located on Cox 1. For information about other cancer clinical trials across the country, patients can be referred to the National Cancer Institute at (800) 4-CANCER.

To ensure the accuracy of information released to the public, all calls from newspaper, television and radio reporters should be referred to the MGH Public Affairs Office at 6-2206.

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MGH**HOTLINE**

WHAT'S HAPPENING

National Depression Screening Day
National Depression Screening Day, a program designed to provide information about depression is Oct. 7. Free, anonymous and confidential screening tests will be offered in VBK 427, 8 am to 4:30 pm (employees and family members only) and at 50 Staniford St., suite 400, 9 am to 7 pm (open to the public). Mental health professionals will be available to review and discuss tests. Free literature about depression also will be available.

Health care regulatory issues
The Department of Radiation Oncology and the MGH Cancer Center are sponsoring a lecture series about nonclinical issues in health care. The Oct. 13 lecture will cover health care regulatory issues, in Lawrence House, 5 to 6 pm. The lecture can be viewed by satellite at Emerson Hospital. The guest speaker will be Sally Trombly, JD, of the Risk Management Foundation. For more information, call 6-8150.

December vacation camp
The MGH Backup Childcare Center is offering a vacation program, Dec. 27 to 30, 7:30 am to 6 pm. The camp costs $150 per child and is offered to employees' children (ages kindergarten completed to 12 years.) Reservations must be made for the entire week, and space is limited to 25 children. Registrations will be accepted Oct. 8, beginning at 8 am. For more information, call 4-7100.

Mood recognition seminar
The Mood and Anxiety Disorders Institute at the MGH is sponsoring "Know Mood Cycles," Oct. 10, 1 to 5 pm in the O'Keeffe Auditorium. The program will include recognizing symptoms of depression and ways to seek treatment. Registration is required for this free seminar. For more information or to register, call 6-4820.

Friends of the MGH Cancer Center DIALOGUES
The Friends of the MGH Cancer Center will present a DIALOGUE about "The Function Restoration of Cancer Patients: The Role of the MGH Institute of Health Professions," Oct. 5, 6 pm in the O'Keeffe Auditorium. Refreshments will be served. For more information, call 6-1063.

Scientific Writing series
The Clinical Research Program (CRP) and the Department of Psychiatry will offer Scientific Writing, Oct. 6, 13 and 20 in the O'Keeffe Auditorium, 4 to 5 pm. This series will focus on creating an outline, writing multiple drafts, the peer-review process and more. For a course description, call 6-1669 or send e-mail to Alison Simmons at *alsimmons@partners.org*.

Impact of domestic violence in the workplace
October is Domestic Violence Awareness Month. On Oct. 14, Andrea Stidsen, director, EAP; Bonnie Michelman, director, MGH Police and Security; and a domestic violence survivor will speak about domestic violence's impact on the workplace in the Wellman Conference Room, noon to 1 pm. Lunch will be served. For more information, call 4-0054.

PeopleSoft online requisition class
PeoplesSoft classes will be offered Tuesdays, 8:30 am to noon, Founders 643, through Dec. 28. Registrants should have a working knowledge of Windows software. To register, call Rossy Elliott at 4-1388.

Eating disorders forum
The Harvard Eating Disorders Center is sponsoring "Media, Magazines and Me," Oct. 25, 7:15 pm at the Windsor School, Longwood Medical Area. Registration is not necessary, and there will be free parking. For more information, call 6-7766.

Flu shots
MGHers can get flu shots, Oct. 13 and 14, 6 am to 6 pm, and Oct. 15 through 22, 7 am to 5 pm, in the Main Corridor. MGH East employees can get shots Oct. 15, 8 am to 4 pm, Conference room B, first floor, CNY west lobby. All employees must bring ID badges.

Up with People
Up With People, an internationally renowned leadership and performing arts program, is returning to perform for the Boston Public Schools, Oct. 17 through 25, including a performance at the James P. Timilty School Oct. 21. As part of the MGH/ Timilty Partnership, MGHers are invited to volunteer either as host families for cast members or for classroom activities. Host families will provide lodging, a few meals and possible rides to MBTA stations. Volunteers in classrooms will take part in activities or help supervise. To volunteer or for more information, call 635-9556.

MASSACHUSETTS
GENERAL HOSPITAL

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www.mgh.harvard.edu/pubaffairs

IN GENERAL

James S. Allan, MD, thoracic surgeon at the MGH, has been awarded a two-year research grant from the Thoracic Surgery Foundation for Education and Research. Allan's research project, conducted at the MGH's Transplantation Biology Research Center, will focus on the therapeutic modulation of nitric oxide pathways in the treatment of obliterative bronchiolitis, a manifestation of chronic rejection, and the leading cause of late mortality in lung transplant recipients.

James Versalovic, MD, PhD, of MGH Pathology, received the 1999 Interscience Conference on Antimicrobial Agents and Chemotherapy (ICAAC) Young Investigator Award. The award is sponsored by Merck Human Health Division and recognizes outstanding accomplishments and potential in microbiology and infectious diseases research. Versalovic was given this award based on research in the causes and treatment of gastritis and peptic ulcer disease.

October 8, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Elevated cholesterol appears to be a risk factor for preeclampsia

A **research team** from the MGH and BWH has found that elevated cholesterol levels appear to be a risk factor for preeclampsia, a condition of pregnancy that can have dangerous consequences for both the mother and child. The report, which appears in the October issue of *Obstetrics and Gynecology*, analyzed data from the Nurses' Health Study II, based at the Harvard School of Public Health and BWH.

In preeclampsia, or toxemia, a pregnant woman develops high blood pressure and other metabolic abnormalities. If not appropriately managed, preeclampsia can proceed to eclampsia — characterized by seizures — or liver or kidney failure. Any of these complications can prove fatal to the mother. There also is an increased risk of premature delivery, which places numerous risks on the baby.

The research team compared information about three groups of women participating in the Nurses' Health Study II: 15,000 women who reported pregnancy without any hypertension-related disorder, 86 who had confirmed preeclampsia and 216 with a less serious condition called gestational hypertension. They found that twice as many women who had preeclampsia reported having elevated cholesterol levels before pregnancy, compared with only 11 percent of those in the other two groups.

"This may prove to be one of the few controllable risk factors for preeclampsia, a disorder for which we have no treatment and one that affects thousands of women every year," says the study's first author Ravi Thadhani, MD, MPH, of the MGH Renal Unit and the Channing Laboratory at BWH. "We need to learn more about exactly which lipids are involved in this observation, but it's a first step toward developing effective prevention techniques."

The report's co-authors are Meir Stampfer, MD, DrPH; David Hunter, MBBS, ScD; Joann Manson, MD, DrPH; Caren Soloman, MD, MPH, of the division of Preventive Medicine at BWH; and the study's senior author, Gary Curhan, MD, ScD, of the MGH Renal Unit and BWH.

Mummy on the move

On **Monday,** the MGH discharged its oldest patient — a 2,500-year-old mummy named Padihershef who resides in the Ether Dome. The 6th-century mummy and his colorful burial coffin were carefully packed in special material and transported to Boston's Museum of Science, where they will be featured in the upcoming exhibit "Virtual Egypt."

Padihershef and his two coffins — an outer coffin is on display at the George Walter Vincent Smith Museum in Springfield, Mass. — are believed to have been the first complete burial ensemble sent to the United States from Egypt. Padi — as he is affectionately called by MGHers — was sent to the hospital in 1823 as a gift from Dutch merchant Jacob Van Lennep.

Once Padi arrived at the MGH, he underwent a thorough examination by John C. Warren, MD, one of the founding fathers of the hospital. Later that year, Padi was released from the hospital and took a tour of the United States, raising approximately

(Continued on Page 2)

Right: Dante Vallance and Wendy Hesslink of Fortress Fine Arts Express prepare Padi for his trip.

Twins born at the MGH saved by new procedure

Karen Hiltz was 17 weeks pregnant when she learned that she was carrying twins. At the same time, she learned that she had a serious condition called twin-to-twin transfusion syndrome. One baby was receiving too much blood flow from the placenta, while the other baby was not receiving enough. Both babies were in danger.

The prognosis seemed dismal. Hiltz could have serial amniocenteses to decrease the fluid around one baby, but the procedure isn't always successful. If she continued the pregnancy, the twins would be at risk for severe birth defects, says their obstetrician at the MGH, Robert Blatman, MD. The other option was to abort the pregnancy — not something Hiltz and her husband, Brian, wanted to consider.

A few days later, Karen and Brian Hiltz received hopeful news. Hiltz, an emergency room nurse at Somerville Hospital, was earning her master's degree in nursing and doing a rotation at the MGH. Her clinical supervisor, Donna Jenkins, a clinical nurse specialist in the Phillips House, showed Hiltz a newspaper article that described a procedure done in Florida to correct twin-to-twin transfusion syndrome.

The Hiltzes with Blatman, right

Doctors in Boston were skeptical. But the Hiltzes felt they had little to lose. "We would rather take the risk of trying to save them. And if the outcome was grave, at least we knew we tried," says Brian Hiltz.

The Hiltzes contacted Ruben Quintero, a physician at the Florida Institute for Fetal Diagnosis and Therapy in Tampa. With Hiltz in her 19th week of pregnancy, Quintero performed experimental laser surgery to sever the vessels shared by the twins. The surgery took an hour and left a scar no bigger than a freckle on the mother's abdomen.

The surgery ultimately proved successful. Hiltz recently gave birth at the MGH to two healthy boys, Braden and Blake, both about 7 lbs. and 20 inches long.

While the procedure was successful for the Hiltzes, Blatman cautions that it is experimental and has little scientific data to support it.

"Anybody who's thinking of doing this needs to recognize that the benefit-to-risk ratio is not well documented," Blatman says.

For the Hiltzes, though, the risk was worth it. "I'm just happy that Dr. Quintero is doing this work, and I want other people to know about it," says Karen Hiltz.

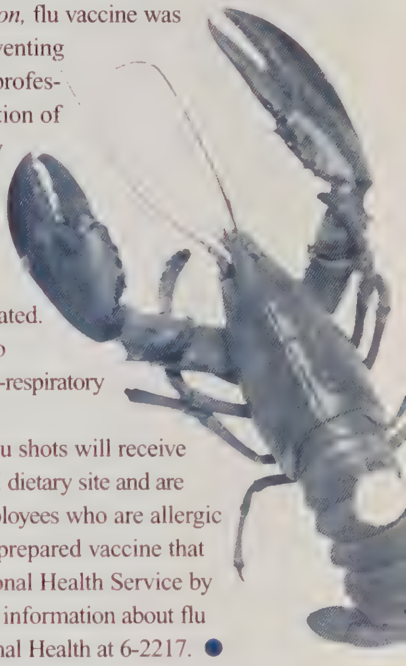
"They (the twins) could drive me nuts for the rest of their lives, and I would welcome it," Brian Hiltz says.

"It's just a little pinch" — flu shots begin

The flu vaccine campaign "It's just a little pinch" kicks off at the MGH Oct. 13. MGHers can get flu shots, Oct. 13 and 14, 6 am to 6 pm, and Oct. 15 to 22, 7 am to 5 pm, in the Main Corridor. MGH East employees can get shots Oct. 15, 8 am to 4 pm, CNY, West Lobby, first floor, conference room B.

In a study published in the March 10 issue of the *Journal of the American Medical Association,* flu vaccine was found to be effective in preventing flu infection in health care professionals, resulting in a reduction of reported sick days. The study showed that hospital workers not vaccinated against influenza used on average two weeks more sick leave than those who were vaccinated. The unvaccinated group also reported more frequent upper-respiratory infections.

MGHers who get their flu shots will receive food vouchers for any MGH dietary site and are eligible for raffle prizes. Employees who are allergic to latex will need specially prepared vaccine that is available in the Occupational Health Service by appointment only. For more information about flu vaccinations, call Occupational Health at 6-2217. ●



— Mummy on the move

(Continued from Page 1)

$1,500 for the MGH. He later received further check-ups — the most recent one in 1976, when it was determined that Padi was a male who died in his late 40s of unknown causes.

In the early 1980s, the hieroglyphics on Padi's coffin were finally deciphered to reveal his name, which means "gift of the god Hershef." It is believed that he was an unmarried stone cutter from the famous City of the Dead in Thebes. Because tomb robbers had no interest in the graves of common citizens, Padi's mummified remains have stayed intact.

Padi once lived in the company of kings, but he has spent much of the past 175 years standing guard in the Ether Dome, silently watching medical history unfold. He attended the first public demonstration of ether used as anesthesia during surgery in 1846 and has been present for many talks about medical breakthroughs given by renowned physicians from the MGH and around the world.

Padi is expected to return home to the MGH sometime in the early spring. ●

Employees have many options for help with domestic violence

Sharon is a 35-year-old MGH employee. Last year her work performance declined, she began taking more personal phone calls and seemed distracted. When her supervisor showed concern, Sharon disclosed that her husband, who had a history of being verbally abusive, had started making harassing phone calls to her at work and threatened to kill her if she told anybody. One day, Sharon's husband showed up at work, became irate and slapped her. MGH Police and Security were called, and he later was arrested.

Sharon is not an actual person, but her experiences are real. Domestic violence, a pattern of coercive or violent behaviors meant to control an intimate partner, is a serious issue in the United States. One of every four women will experience domestic violence in an intimate relationship. Although approximately 95 percent of domestic violence incidents occur against women, violence also happens in same sex relationships, and in a small number of cases, includes women assaulting men. Survivors of domestic violence come from all walks of life.

In the past few years, domestic violence resources have significantly increased for employees at the MGH. Ruth Zakarin, LICSW, domestic violence advocate for the Employee Assistance Program (EAP), is available by calling 6-6976. HAVEN (Hospitals Helping Abuse and Violence End Now), an initiative of the Department of Social Services, is an advocacy program available to patients, employees and family members at 4-0054. Police and Security [illegible]3121) offer a variety of services as well. All services are strictly confidential.

Domestic violence can severely affect every aspect of a person's life. According to Bonnie Michelman, director of MGH Police and Security, domestic violence can prevent an employee from doing his or her job. "Sometimes work is the only safe place for someone who is being victimized, and this is why Police and Security offers many customized services to employees," she says.

TIPS FOR PARENTS AND OTHER CAREGIVERS
HAVEN at MGH
617-724-0054
There is now a safe HAVEN at MGH
chusetts Coalition of
ed Women Service Groups
Jane Doe Safety Fund
ence Project
mation call
248-0922
You Are Not Alone.
What every woman should know about domestic violence.
Domestic Violence The Facts
PEACE AT HOME

All MGH Police and Security officers have undergone rigorous training, including sensitivity training for domestic violence. Police and Security offers services such as officer escorts to court proceedings, help with changing offices and installation of panic buttons and phone traps. More complex services also are available, such as assessments of home and office security, help through the legal process, transportation services, handwriting analysis and background checks. A representative of the department's Special Investigative Unit (SIU) is assigned to each case of domestic violence that is reported.

Police and Security works closely with the EAP and HAVEN to ensure that anybody who wants and needs help receives the best services possible.

The EAP and HAVEN offer counseling, safety planning, support groups and can make referrals to community agencies. They also can help get needed resources, including financial help.

Zakarin says that many women have difficulty leaving abusive relationships. "There are as many reasons to stay as there are people victimized," she says. "Leaving may involve rearranging your whole life. It may mean losing economic security, friends, a home and a job. It can also be dangerous if the abuser has threatened to kill a partner who leaves."

Safety is a major concern of the EAP, HAVEN and Police and Security. "We find that the best results come from people using multiple services," says Michelman. Any employee affected by domestic violence can utilize the broad range of services offered at the MGH. There also are numerous public organizations that can help. For a national listing, call (800) 799-SAFE. ●

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WHAT'S HAPPENING

Ether Day celebration
This year's Ether Day celebration will be Oct. 15, 2 to 3:30 pm under the Bulfinch tent.

Nominations for Stephanie M. Macaluso, RN, award

The Stephanie M. Macaluso, RN, Expertise in Clinical Practice Award recognizes outstanding direct-care providers. Occupational therapists, physical therapists, respiratory therapists, speech and language pathologists, social workers and chaplains are eligible. Nominations are due by Oct. 29 and can be submitted by completing forms available at the Gray Lobby desk. For more information, call 4-5801.

Domestic violence play

As part of Domestic Violence Awareness Month, a short play about dating relationships will be presented by the Women's Crisis Center of Greater Newburyport, Oct. 21, Wellman Conference Room, noon to 1 pm. For more information, call 4-0054.

Breast Health Awareness Day

The North End Community Health Center will offer screenings for Breast Health Awareness Day, Oct. 20, 10 to 11:30 am and 5 to 7 pm, 332 Hanover St. Those who qualify will receive a free mammogram, breast self-exam instructions, a clinical breast exam and refreshments. Qualifications include being uninsured/underinsured, ages 40 to 65 with a personal or family history of breast cancer or over 65 and not eligible for Medicare. Deadline for registration is Oct. 14. For more information, call 742-9570.

Eating disorders forum

The Harvard Eating Disorders Center is sponsoring "Media, Magazines and Me," Oct. 25, 7:15 pm at the Winsor School, Longwood Medical area. For more information, call 236-7766.

National Physical Therapy Month

The Department of Physical Therapy is offering two prevention seminars in celebration of National Physical Therapy Month: "Posture, Back Protection, and Ergonomics," Oct. 13; "Fall Prevention and Safety Awareness," Oct. 27. All events will be held in the Main Corridor, 11:30 am to 1:30 pm. For more information, call 6-3023.

Manager/supervisor series

Partners Corporate Training and Human Resources are offering a seminar series for managers or supervisors. Attendees will learn how to oversee multiple projects, explore different methods of communication, better evaluate applicants and better match people and jobs. For more information, call 6-2230.

Anorexia symposium

The MGH Neuroendocrine Unit and the Harvard Eating Disorders Center are hosting "Anorexia Nervosa: A Multidisciplinary Approach for the 21st Century," Oct. 29, 9 am to 12:30 pm in the O'Keeffe Auditorium. For information or to RSVP, call Erin Gross at 4-5784 by Oct. 15.

Ethics forum series

The MGH Ethics Task Force is sponsoring "What Happens When Something Happens: The Quality Assurance/Quality Improvement Process," Oct. 13, 5 to 6 pm in the Ether Dome. Speakers include: Joan Fitzmaurice, RN, PhD, director of Quality, Patient Care Services; Cy Hopkins, MD, chairman of the Quality Steering Committee and Carolyn Wood, JD, of the Partners General Counsel's Office. Alexandra F. M. Cist, MD, Ethics Task Force, will moderate the program. For more information, call 781-433-3705.

Yvonne L. Munn lecture and awards

The sixth annual Yvonne L. Munn lecture "Clinical Practice and Research: Fitting a Square Peg into a Round Hole?" and the Yvonne L. Munn Nursing Research Awards will be Oct. 14, 1:30 to 3 pm in the O'Keeffe Auditorium. A reception will follow in Walcott 2 and 3, WACC 1. Contact hours will be awarded.

Latinos and health in the new millennium

BWH is offering a discussion about Latinos and health in the new millennium, Oct. 13, noon to 1:15 pm in the Bornstein Family Amphitheater, 45 Francis St. Ernesto Gonzalez, MD, of MGH Dermatology will be speaking. For more information, call 732-6639.

Laura L. Norling, MD

Laura L. Norling, MD, of MGH Pediatrics, died Sept. 13 after a lengthy illness.

Norling earned her medical degree from Ohio State University in 1978. In 1994, she joined Pediatric Nephrology at the MGH as assistant in Pediatrics, and assistant professor of Pediatrics at Harvard Medical School.

A fund has been established in her memory at the MGH. Donations may be sent to Trish Cudihy, MGH Development Office, 100 Charles River Plaza, Boston, MA 02114.

She is survived by her husband, Mark Owen, and her son Matt.

A memorial service will be held Oct. 9 at 2 pm, Fisk Memorial United Methodist Church, 106 Walnut St., Natick, MA 01760.

MASSACHUSETTS
GENERAL HOSPITAL

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October 15, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Ether Day 1999: Three to mark 60 years of service

MGH
1811
15
MGH
1811

Each year on Ether Day, the MGH recognizes employees for their length of service. On Oct. 15, three doctors will be recognized for 60 years of service at the MGH:

- Daniel Ellis, MD, grew up in Richmond, Va. He attended Duke University and Harvard Medical School (HMS), and completed his residency at the MGH in 1941. He practiced general medicine from 1945 at the MGH until he retired. He was the first executive director of a quality assurance program at the MGH. He currently does some clinical teaching in gastroenterology and is on the Board of Directors of Fox Hill Village Cooperative Center, in his hometown of Westwood, Mass.
- Arthur Pier Jr., MD, grew up in the Boston area and attended both Harvard College and HMS. Pier did his residency at the MGH in 1939 and then went on to private practice in Internal Medicine. During World War II, Pier was part of the Army Medical Corps and was stationed in several places around the world including New Guinea, France, Australia and

(Continued on Page 3)

Ether Day honors MGHers

The MGH celebrates Ether Day Oct. 15, honoring 1,531 employees and staff who have worked at the hospital for 5, 10, 15, 20, 25, 30, 40, 50 and 60 years.

Departments will give employees pins and colored flowers distinguishing years of service. This year, the honorees fall into the following categories:

- 60-year employees/white roses (3)
- 50-year employees/yellow roses (7)
- 40-year employees/white and purple carnations (20)
- 30-year employees/solid purple carnations (106)
- 25-year employees/orange carnations (128)
- 20-year employees/pink carnations (215)
- 15-year employees/yellow carnations (216)
- 10-year employees/white carnations (418)
- 5-year employees/red carnations (418)

The annual Ether Day dinner for 20-, 25-, 30-, 40-, 50- and 60-year recipients will be held at the Sheraton Boston, Oct. 21.

ADVANCES

Telemedicine can be used for accurate diagnosis of stroke symptoms

Schwamm

When a stroke cuts off the blood supply to the delicate tissues of the brain, time is one of the most crucial determinants of a patient's survival and overall outcome. In a study in the October issue of *Stroke,* MGH researchers show that new technologies in telemedicine — the practice of medicine from remote locations over phone lines — can be used to shorten the time required for an accurate diagnosis, especially for patients far from major medical centers.

Lee Schwamm, MD, the MGH neurologist who led the study, notes that, while it is crucial for patients experiencing symptoms of stroke to get to the nearest emergency room right away, many hospitals do not have the specialized knowledge required to correctly and safely apply the latest treatments for acute stroke. If new clot-dissolving drugs are used in the wrong patient or too long after a stroke begins, they can do more harm than good, possibly even killing the patient.

To test whether an established assessment of stroke symptoms could be performed through a telemedicine link as accurately as at the bedside, the study enrolled 20 patients recovering from ischemic strokes — those caused by blockage of a blood vessel — at the MGH or Spaulding Rehabilitation Hospital. Each patient was assessed twice, once by a neurologist at the bedside, the other time by a neurologist communicating with the patient and a bedside nurse via personal computers with integrated video cameras, connected by high-speed data transmission lines. Analysis of the two examinations showed no significant differences in the overall results.

"Now that we have shown that you can accurately and safely make a diagnosis with this kind of link, the next step will be evaluating the technology in real-time diagnostic situations," says Schwamm. "We believe that telemedicine links to tertiary care centers will allow smaller community hospitals — even those in isolated rural areas — to deliver state-of-the-art stroke care."

Co-authors of the study are Saad Shafqut, MD, PhD; Joseph Kvedar, MD; Mary Guanci, RN, MSN; and Yuchiao Chang, PhD, all of the MGH.

Outpatient practice support training program

A group of 16 outpatient practice secretaries gathered Oct. 7 with their practice managers to celebrate the success of a mentorship program that began in April. The celebrants are all seasoned secretaries who were selected to become mentors for new practice secretaries as part of a training program designed by representatives from the Practice Support Unit, Human Resources, the Massachusetts General Physicians Organization (MGPO) and Information Systems (IS).

"We recognize that there is a growing need to better prepare new employees who come to practice support positions at the MGH," says Jeff Davis, senior vice president for Human Resources. "These complex jobs are some of the most difficult positions in the institution, and we found that some employees became frustrated because they were unable to do a good job without adequate training. But with this training program, we believe new employees will learn important elements of their jobs quickly and will find their jobs more satisfying."

New outpatient practice support employees participate in the weeklong training program in conjunction with new employee orientation. The first component of the program is IS training to streamline the access process for such IS applications as PCIS and PMIS. Other training modules include customer service, phone techniques, revenue essentials, managed care processes and registration verification. After completing the training modules, the new employees then are matched with a mentor from their own practice.

Each mentor was nominated by his or her practice manager because of criteria such as strong communication skills, knowledge of the computer systems, ability to work with a team, good organization skills and observance of department policies. The mentors then help guide the new secretaries through the complex policies and procedures needed for their jobs.

"Most of the mentors probably have been doing this kind of training informally for some time," says Stacey Houghton of the Practice Support Unit. "With the new program, mentors learn to identify various learning styles and how to adjust their approach to best fit the needs of the new hire. In the process, they develop a better understanding of their own skills, which helps with their professional development."

According to Ted Witherell of MGH Human Resources and co-team leader with Houghton, the goal of the mentor component of the training program is to boost retention of current practice secretaries and increase the length of service for new secretaries. "We hope the mentor program will help decrease the learning curve for new hires at the same time helping to recognize current secretaries for their expertise," he says.

The new program is supported by Davis, Kathleen Erwin of the Practice Support Unit, Jim Noga of IS, Jim Heffernan of the MGPO, and Joan Sapir of MGH/MGPO Practice Support and Customer Service.

The next phase of the training program will incorporate quarterly meetings among mentors for networking, information exchange and problem-solving purposes. ●

Peggy Carolan, left, executive director of the Boston Evening Medical Center, with mentor Irma Gomez.

Walk raises money for MGH Brain Tumor Center

Walkers came from several New England states recently to raise money for the MGH Brain Tumor Center at the first "Strides of Survival" walk in Newburyport, Mass. The pledges for the walk totaled $22,500 to benefit brain tumor research and services at the hospital. The walk was spearheaded by Kelly Shaw, an MGH patient who was diagnosed with a brain tumor two years ago. After surgery, radiation and chemotherapy treatment at the MGH, Shaw now is healthy and cancer-free.

From left, walk participant Bill Kelley, MGH patient Bob Toronto, Amy Fontanella of MGH Development, Jim Murphy, Kelly Shaw and John Henson, MD, executive director of the MGH Brain Tumor Center.

MGH BRAIN TUMOR CENTER
DOLLARS
FOR BRAIN TUMOR RESEARCH
Strides of Survival

Ether Day
1999

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FRANCIS MOORE
ARTHUR PIER

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XUE-QIN WU
LEONA YIN
JANET YORK
SOU CHON YOUNG
RAFAEL ZABALA
FREDDA ZUCKERMAN

— Ether Day 1999: Three to mark 60 years of service

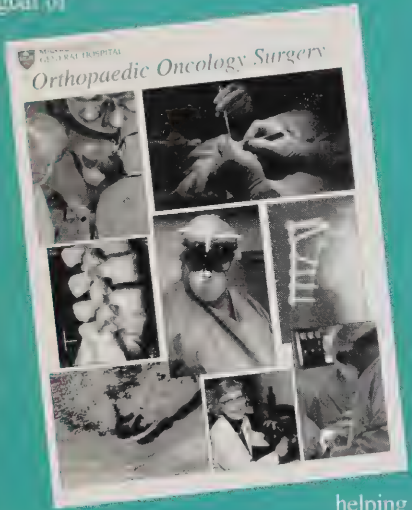
(Continued from Page 1)

Germany. Upon returning to the United States after the war, Pier continued to practice general medicine and, as he said was common in those days, "made a lot of house calls."

- Francis Moore, MD, grew up in Evanston, Ill. and attended Harvard College and HMS. He received his medical degree in 1939 and completed his residency at the MGH in Surgery. He later served as the surgeon-in-chief at the Peter Bent Brigham Hospital (now BWH) from 1948 to 1976. Moore has done extensive research in the metabolic response to surgery and transplantation of the liver and kidney. Moore played a key roll in the first successful identical twin kidney transplant in 1954. He was a professor of Surgery at HMS from 1976 to 1981 and retired in 1981, as the Moseley Professor of Surgery, Emeritus. Moore has served on several prestigious committees including the Massachusetts Health Data Consortium and the Governor's Task Force on Organ Transplantation. He also served as president of the Society of Clinical Surgery, the Boston Surgical Society and the American Surgical Association. He published his autobiography, "A Miracle and A Privilege," in 1995. ●

Orthopædic Oncology Surgery guide for patients

Patients who come to the MGH with a bone or soft tissue tumor now have an easy-to-understand resource with the Orthopædic Oncology Surgery guidebook. The publication was developed by Anne Fiore, RN, NP, a nurse practitioner for Orthopædic Oncology, with the goal of helping patients understand the complexities of diagnosing and treating these kinds of tumors.

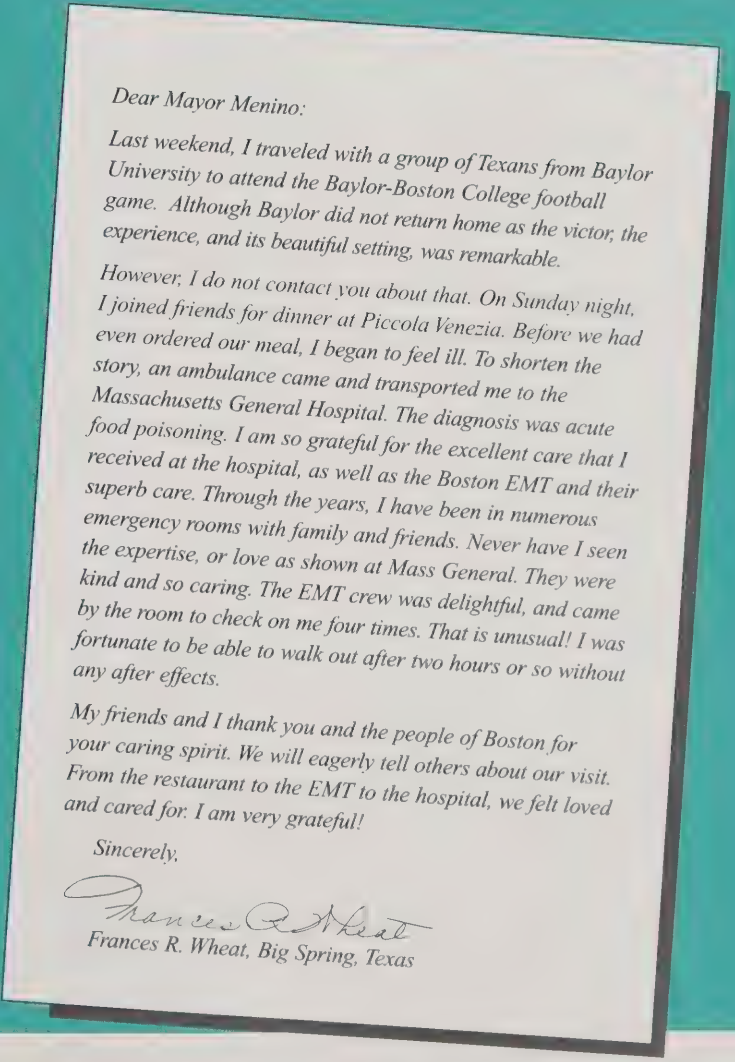


"Not knowing whether a tumor is benign or malignant and waiting for the diagnosis is very stressful for patients," says Fiore. "We hope this book will help patients and their families understand this particular disease and treatment, enabling them to have a sense of control over the stressful, unpredictable situation of living with and surviving cancer."

The publication of the guidebook was made possible by two grants from the Friends of the MGH Cancer Center.

The MGH represents Boston well in eyes of a Texan patient

Below is a letter from a grateful patient that was forwarded to the hospital from Boston Mayor Thomas Menino's office.



Dear Mayor Menino:

Last weekend, I traveled with a group of Texans from Baylor University to attend the Baylor-Boston College football game. Although Baylor did not return home as the victor, the experience, and its beautiful setting, was remarkable.

However, I do not contact you about that. On Sunday night, I joined friends for dinner at Piccola Venezia. Before we had even ordered our meal, I began to feel ill. To shorten the story, an ambulance came and transported me to the Massachusetts General Hospital. The diagnosis was acute food poisoning. I am so grateful for the excellent care that I received at the hospital, as well as the Boston EMT and their superb care. Through the years, I have been in numerous emergency rooms with family and friends. Never have I seen the expertise, or love as shown at Mass General. They were kind and so caring. The EMT crew was delightful, and came by the room to check on me four times. That is unusual! I was fortunate to be able to walk out after two hours or so without any after effects.

My friends and I thank you and the people of Boston for your caring spirit. We will eagerly tell others about our visit. From the restaurant to the EMT to the hospital, we felt loved and cared for. I am very grateful!

Sincerely,

Frances R. Wheat

Frances R. Wheat, Big Spring, Texas

October 15, 1999

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MGH**HOTLINE**

What's Happening

Pastoral Care Week

In recognition of Pastoral Care Week, there will be a celebration in the O'Keeffe Auditorium Oct. 20, 11 am to 2 pm. Information about the MGH Chaplaincy services will be available, along with give-aways and refreshments. Jimmy Tingle, Boston comedian and TV commentator on "60 Minutes II" will make a guest appearance from noon to 12:30 pm. For more information, call 4-1880.

Infection Control Week

Infection Control Week is Oct. 18 to 22, and information regarding protection from diseases will be available in the Main Corridor. There also will be a raffle with prizes including a dinner for two at the Elephant Walk restaurant. A workshop will be held for Nursing Oct.18, 8 am to 4:30 pm, Burr 5 and 6 Conference Rooms. Those participating will earn CEUs. For more information, call 6-3111.

Management strategies

The Clinical Research Program is offering "Management Strategies for Entry-Level Coordinators in Clinical Trials, Phase II/III," Nov. 3, 8:30 am to 12:30 pm, 185 Charles River Plaza, second floor, room 118. The seminar costs $35, and registration is necessary. To register, call 4-2900 or send e-mail to Alison Simmons at *alsimmons@ partners.org.*

Latino Heritage Celebration

The third annual Latino Heritage Celebration, sponsored by the Association of Multicultural Members of Partners, will be held Oct. 21, 12:30 pm in Carrie Hall at BWH. Guest speaker will be Adolfo Valadez, MD, of the Martha Eliot Health Center, who will speak about health care diversity in the Hispanic community. RSVP by Oct. 15 to Martha Williams at 732-6462.

Life of a support group

"Life of a Group," a presentation for MGHers, will simulate a cancer support group. Members of a health care team will portray the complicated web of issues cancer patients confront. The program, which is jointly sponsored by MGH Social Services, the Cancer Center and Smith-Kline Beecham, will be held Oct. 26, 8 to 9:30 am in the O'Keeffe Auditorium. For more information, call 6-5841.

Stephanie Macaluso Award

Nominations for the Stephanie M. Macaluso, RN, Expertise in Clinical Practice Award are due by Oct. 29. Nomination forms are available at the Gray Lobby desk. Nurses, occupational therapists, physical therapists, respiratory therapists, speech and language pathologists, social workers and chaplains are eligible. For more information, call 4-5801.

National Medical Librarians' Month

In celebration of National Medical Librarians' Month, the Treadwell Library is hosting an open house Oct. 27, 10 am to 6 pm, to launch an electronic library from which MGH staff can access the full text of textbooks and journals. A magician will perform in the library and along the covered walkway outside Bartlett Extension. For information, call 4-2784.

Asthma support group

BWH is hosting a Partners asthma support group, Oct. 20, 5 to 6:30 pm in Tower 4B. The topic will be "Developing your Asthma Action Plan." For more information, call 732-7419.

Intergenerational issues in domestic violence

In recognition of Domestic Violence Awareness Month, the Employee Assistance Program will present a panel "Intergenerational Issues in Domestic Violence," Oct. 28, noon to 1 pm, in Walcott 2 and 3.

Clinical research coordinator seminar series

The Clinical Research Program is hosting the fourth in a series of "Ethics in Clinical Research" seminars Oct. 28, 11:45 am to 1 pm, Wellman 101 Conference Room. Susan Kornetsky, MPH, of Children's Hospital and Liz Bankert of Dartmouth College will address protecting vulnerable populations in clinical research, cognitively impaired subjects and pediatric subjects. This lecture qualifies for 1.2 CEUs for registered nurses. Lunch will be provided. RSVP by calling 6-1669.

Kenneth B. Schwartz rounds

The 31st Kenneth B. Schwartz rounds will be held Oct. 29, noon to 1 pm, in the Walcott Conference Room. The rounds will feature a discussion about "Sedation for Terminal Distress: Acute Palliative Care and the Principle of Double Effect." Lunch will be provided. CME credits are available for risk management. To RSVP, call 4-6862.

Accolades

Henry Chueh, MD, co-director of the MGH Laboratory of Computer Science, has been elected to membership in the American College of Medical Informatics (ACMI). ACMI is an international honorary college of elected fellows who have made high-quality and sustained contributions to the field of medical informatics.

Warren M. Zapol, MD, chief of MGH Anesthesia and Critical Care, was selected as the 1999 winner of the American Society of Anesthesiologists Excellence in Research Award.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to
Victoria Brady, editor, at 4-6433; or
Beth Baratz, assistant editor, at 4-5627;
by fax to 6-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

October 22, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MedFlight adds airplane for emergency patient transportation

Boston MedFlight added an airplane to its fleet of critical care transport vehicles Oct. 18. The addition will increase MedFlight's service area to include the entire eastern seaboard of the United States, the Maritime Provinces of Canada, the Caribbean Islands and Bermuda. Boston MedFlight also will be able to transport patients from hospitals back to their home communities or rehabilitation centers outside of MedFlight's current service area.

Boston MedFlight is a critical-care air and ground transport service designed to extend the services of the major Boston hospitals to the citizens of New England.

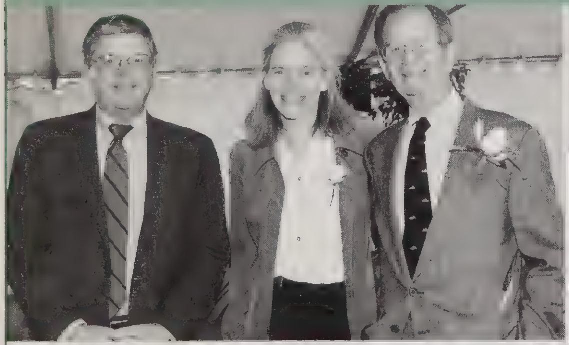
"For example, we transport many vacationers from Cape Cod and the Islands to Boston hospitals, where they receive the best medical care available," says Janet Orf, RN, a critical-care transport nurse and eight-year veteran of the MedFlight Program. "Once their treatment is complete, however, Boston MedFlight has been unable to return them to their homes or to out-of-state rehabilitation centers. With the addition of an airplane, Boston MedFlight is creating a complete door-to-door, state-of-the-art, medical transportation system."

According to Alasdair Conn, MD, chief of Emergency Medicine at the MGH, airplane flights are a quick, cost-effective method for reaching patients outside of Greater Boston. "On our first day with the plane, we transported an emergency cardiac patient from Nantucket to the MGH. The airplane flights will be especially good when time is critical,

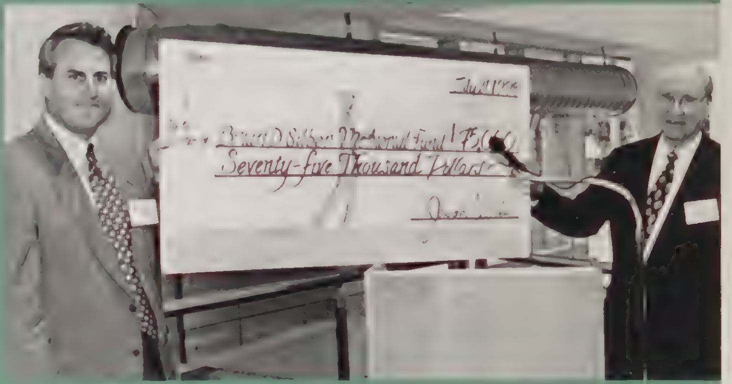
(Continued on Page 3)

Ether Day 1999 — Celebrating years of service

"The excellence of the MGH directly reflects the excellence of its employees," said James J. Mongan, MD, MGH president, at the Ether Day celebration Oct. 15. More than 1,500 employees were recognized for their length of service to the MGH. MGHers gathered under the Bulfinch tent to enjoy refreshments and honor those who have spent a considerable part of their lives working at the hospital. Representing those who had given 60 years to the MGH was Daniel Ellis, MD. "Looking at Dr. Ellis has caused us to begin designing a 70-year pin," said Jeff Davis, senior vice president for Human Resources.



New Spine Tumor Clinic dedicated at the MGH


Brian D Silber Memorial Fund $75,000
Seventy-five Thousand Dollars

Jason Silber, right, presents Loeffler a check for $75,000 for the Spine Tumor Clinic at the MGH. The funds were raised from the second annual Brian D. Silber Golf Tournament that took place in July.

Before Brian Silber died in 1996 at the age of 28, after a three-year battle with spinal cord cancer, he told his family that he wanted to help others who suffered from this rare type of tumor. Silber's wish became a reality Oct. 1 with the dedication of the Spine Tumor Clinic at the MGH, established in his memory.

The dedication, held in the MGH Cancer Center on Cox 1, was attended by Brian's parents, Sharon and Jason Silber, his sister, Karen, and other family members and friends. Jay Loeffler, MD, Brian's physician and a radiation oncologist at the MGH, has worked closely with the Silber family to create the Brian D. Silber Memorial Fund that made the Spine Tumor Clinic possible.

According to Loeffler, the clinic, which is located in the MGH Brain Tumor Center, is believed to be the first multidisciplinary clinic in the United States specifically dedicated to the care of patients with spine tumors. Researchers at the clinic also are investigating the cause of such tumors and possible new treatments.

"Before Brian died, he asked me why doctors didn't know more about this disease," said Loeffler. "I didn't have an answer at the time, but with this new clinic, our goal is to do just that — find some answers."

John Henson, MD, executive director of the MGH Brain Tumor Center, announced some of the progress the clinic has made in its beginning stage. A nurse practitioner recently was hired to work specifically with the spine tumor patients who are already being cared for in the clinic. In addition, the MGH plans to host a spine tumor conference in the year 2000 for physicians and researchers around the country. The journal *Neurology* has accepted for publication a manuscript about chemotherapy of spine tumors that was written by Henson and colleagues. A website about the Spine Tumor Clinic also has been established and can be found on the MGH homepage at *brain.mgh.harvard.edu/spinetumorcenter/*.

"Dr. Loeffler always expressed kindness to Brian, and now he has made Brian's dream a reality by establishing this clinic," said Sharon Silber. "Patients now have a place to take comfort that they are not alone, and physicians can gather data in a structured way. For us, the clinic is a living memorial to Brian. His spirit continues to shine for others, and his dream is fulfilled."

PARTNERS PROGRESS

Partners appoints new director of Center for Human Genetics

Bruce Korf, MD, PhD

Bruce Korf, MD, PhD, has been appointed medical director for the newly created Partners Center for Human Genetics. Korf will be responsible for creating a comprehensive approach to the delivery of genetics services — including clinical care, training and research — throughout the Partners system.

Korf plans to create an environment in which genetics will be integrated into both primary and secondary health care within Partners, improving the efficiency and efficacy of care and facilitating research into pathophysiology, treatment and care delivery.

He will oversee the coordination of existing genetics services currently offered within the system, initiate adult genetics services as deemed appropriate at both the MGH and BWH, and develop a consultation network with Partners Community HealthCare Inc.

In addition, Korf plans to design a comprehensive approach to genetics education. This educational initiative will be broad in nature to address the needs of a variety of constituents, including practicing physicians, interns, residents, fellows, nursing staff, counselors, patients and the general public. He will continue to serve as director of the Harvard Medical School Genetics Training Program, a position he has held since 1986.

Prior to joining Partners, Korf held the position of director of Clinical Genetics at both Children's Hospital and Beth Israel Deaconess Medical Center.

The Partners Center for Human Genetics is located on the sixth floor of the Harvard Institutes of Medicine Building, 77 Avenue Louis Pasteur, Boston. Korf will have offices at the center and at the MGH. For more information, call 525-5750. ●

Ether Day
1999

The following names of 15-year veterans of the MGH were inadvertently omitted from the Hotline Ether Day insert of Oct. 15. We apologize for this error.

FOR FIFTEEN YEARS

JEROME ACKERMAN
JOSEPHINE ACQUAVIVA
POLIANTHY AKRITIDIS
DENA ALIOTO
WENDY APPLEGATE
ANDREW ARNOLD
DEVORA BARONOFSKY
CYNTHIA BARRY
PAUL BATISTA
ASTRID BENT
LEAH BERTHOLD
KIM BOWKER
STEPHEN BOYLAN
JOSEPH BRAIDT
MARTHA BRANCH
XANDRA BREAKEFIELD
STUART BRINK
ELLEN BROWN
SUSAN BROWN
PAMELA BROWN-EARLY
MARIE BROWNRIGG
KELLEY BURKE
MARIA BUTTOLPH
KATHLEEN CARBONE
JUAN CARDONA
DJEMS CAZEAU
TIEN-LAN CHANG
ALICE CHAPUT
ROGER CHISARI
AMITA CHOPRA
DAVID CHRISTIANI
BARBARA CIANO
PATRICIA CLOUGHERTY
LEE COHEN
MARYANN COLUMBIA
PATRICIA CONNORS
JAMES COOLEY
MURIEL CORCORAN-RYAN
DAVID COREY
KRISTINE COTE
JACQUELINE CROWELL
PAUL CULLITON
LISA DEGRANDIS
BRENDA DELANEY
ROBERT DERSHEWITZ
MARK DERSHWITZ
THOMAS DEUTSCH
LYNN DEVANEY
NANCY DIBONA
MAUD DORSAINVIL
ELIZABETH DUNNE
ANNABEL EDWARDS
NANCY EDWARDS
MASHA ETKIN
ALAN FISCHMAN
SUSAN FISHER
ANNE FITZGERALD
DAVID FORTSON
SUSAN GAGE
MARILYN GIFFORD
WHITFIELD GOODMAN
ROBERT GOULET
DIANE GRAHAM
TERESA GRIMM
CAROLE GRUSZKA
JANET HALL
E. BRUCE HAMATY
MARK HANDSCHUMACHER
NANCY HANESSIAN
CECILE HANNON
MARGARET HEGARTY
SUSAN HENDERSON
JAMES HICKEY
ROBERT HILLBERG
RUTH HOBBS
ELLEN HUTCHINSON
LISA IRELAND
DAVID IRONS
ANN JAMPEL
ROBERT KACMAREK
PAULETTE KAMINSKAS
SUSAN KAYE
STUART KIGNER
MICHAEL KINGSTON
ROBERT KITFIELD
MARY KNAB
CHRISTIE KUO
JOSEPH KVEDAR
PATRICIA LAENEN
KATHLEEN LAING
MICHELLE LANDER
MAUREEN LAUGHLIN
GABOR LAZAR
SUSAN LEAVITT
ETHAN LERNER
DARIA LESANTO
JOYCE LONGMIRE
JAMES LOPES
MARIA LOPEZ-BRESNAHAN
JUDITH LYNCH
HELENE LYNE
KAREN MACCORMACK
JOHN MACDONALD-HILTON
LISA MACINNIS
CLAIRE MACISAAC
GERALD MAIULLO
SUSAN MALE
ANN MALLEY
MARY MARTIN
DOROTHY MARTYNIAK
JULIE MATHISEN
KEITH MCCARTHY
ROBERT MCDONOUGH
CAROLYN MCKINLEY
CHRISTINE MCKINNON
LIVINGSTON MCLAREN
DONNA MELVIN
SUSAN MEMINGER
PATRICIA MIAN
KELLIE MITCHELL
THERESA MORRIS
DENISE MULLANEY
ELEANORE MULLANEY
NANCI MULLOY
PAULA MURPHY
CONSTANCE MURPHY-CRUZ
SUSAN NELSON
JOHN NILES
MARIE NORRIS
DOROTHY NOYES
LAURIE ORTIZ
MARY PAGE
SOKHA PANG
HELEN PAPELE
ROGER PASINSKI
PRAVIN PATEL
JOEL PAVA
JANICE PELLEGRINE
MICHELE PENDER
MARILYN PIKE
ANNELIESE PONTIUS
EILEEN POOLE
SHEILA PREECE
JACQUELINE PRESSWOOD
EDELINE PREVOST
WILLIAM PURICELLI
HELEN RIESS
HENRY RIKKERS
PHYLLIS ROBERTSON
ANTHONY ROSENZWEIG
PATRICIA ROWELL
KRISTINE ROY
NELL SALM
JOANNE SAWYER
ROBERT SCANNELL JR
DAVID SCHOENFELD
PATRICIA SEDENGER
YINYEE SETO
CHRIS SHARRETT
JANET SHERMAN
MINDY SHERMAN
AMY SLATER
PETER SLAVIN
NORMA SOTO
MARTHA SOUTHWORTH
NANCY SPERONI
DONNA STAMATIS
JANET STEELE
DEBORAH SULLIVAN
JACK SZOSTAK
SANDRA TAYLOR
NANCY TERRES
JUDITH TOWNE
JACQUELINE TRAVERS
DONNA VADALA
HOWARD WALDMAN
HARRIET WALKER-NEWTON
ELLEN WALSH
SUSAN WARCHAL
DEBRA WEINSTEIN
JOSEPH WHITEHORN
MILLICENT WILLIAMS
JANET WILSON
JANET WOOD
JONATHAN WORTH
ZHEN XIONG
MIYUKI YAMAMOTO
LORRAINE ZODA

— MedFlight airplane

(Continued from Page 1)

for example, to get burn victims from the Mid-Atlantic states to Shriners Burns Hospital," he says. The aircraft will be staffed seven days a week by a crew specially trained in transport medicine.

The airplane also will be used when the weather is not suitable for helicopters. "We have very strict weather guidelines for the helicopter program," explains Suzanne Wedel, MD, executive director of Boston MedFlight. "There are some helicopter requests for patient transports that we cannot complete because the weather conditions fall below our safety minimums. The MedFlight airplane, however, will be able to accept some of those requests."

To find out more about Boston MedFlight [illegible] its services, visit the website at *www.bostonmedflight.org* or call (781) 863-2213. To arrange patient transport, call Boston MedFlight's 24-hour Communications Center at (800) 223-8998. ●

Yvonne L. Munn Awards and Lecture

The Yvonne L. Munn Nursing Research Awards and Lecture were presented in the O'Keeffe Auditorium Oct. 14. They were created in 1994 upon the retirement of Munn, who served as MGH associate general director for Nursing from 1984 to 1993. An international contributor to the nursing profession, Munn was one of the founders of the Harvard Nursing Research Institute.

Marianne Chulay, RN, DNSc, FAAN, director of Nursing Research and Practice at Moses Cone Health System in Greensboro, NC, spoke about "Clinical Practice and Research: Fitting a Square Peg into a Round Hole," and stressed the need to refocus the way nurses are educated to perform research in a service setting.

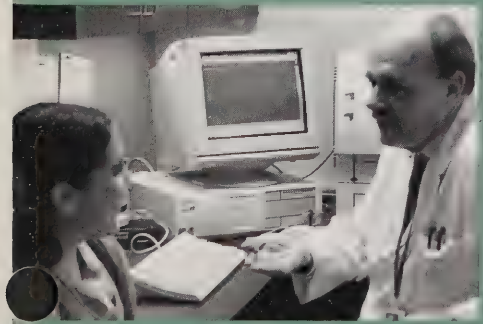
The Yvonne L. Munn Nursing Research Awards were presented by Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, to support the research of Diane E. Carroll, RN, PhD; Lynne Chevoya, RN, CS; and Jessica Hogarth Murray, RN, CS, who are studying a patient's capacity to learn following a cardiac procedure for coronary artery disease. Mary Liz Bilodeau, RN, MS, CCRN, CS; Katie Brush, RN, MS, CCRN; and Nicole Macomber, RN, BS, also received awards for their work comparing two hemofilters used for continuous venovenous hemofiltration/diafiltration, a technique for renal replacement therapy in acutely ill patients.

Jeanette Ives Erickson, RN, MS, right, presents the Munn Award to (from left) Nicole Macomber, RN, BS; Katie Brush, RN, MS, CCRN, and Mary Liz Bilodeau, RN, MS, CCRN, CS.

MGH Pharmacy observes National Pharmacy Week

This year's theme for National Pharmacy Week (Oct. 24 to 30) — "Educate before you Medicate" — has long been the motto for pharmacy services at the MGH. The Outpatient Pharmacy, located on the first floor of the WACC, plays a particularly important role in educating patients, including employees, about their medications.

"Patients often leave their doctors' offices not fully understanding how to take a medication or what kind of impact that medication will have on their lives," says Lisa Franchi, RPh, manager of the MGH Outpatient Pharmacy. "Our pharmacists are available to counsel patients in separate rooms, so they feel more comfortable asking questions in privacy rather than in front of others who are waiting to get their prescriptions filled."



MGH Pharmacist Gil Hoss, RPh, provides medication counseling to patient Mina Seren.

The American Pharmaceutical Association and the MGH Outpatient Pharmacy suggest the following guidelines to patients when taking medications:

- Do not take a medication out of its original container to store it.
- Read the entire label before taking a medication.
- Follow all directions regarding how long to keep taking a medication. It is often necessary to continue taking a prescription until all doses are gone — even after you start feeling better.
- Discard any medicine that has not been used in six months.
- Do not share medications with family members. Medications should be taken only by the patient for whom it was prescribed.

The Outpatient Pharmacy is open to patients and employees 9 am to 5:30 pm, Monday through Friday, and 9 am to 12:30 pm, Saturdays, Sundays and holidays. In recognition of National Pharmacy Week, the Outpatient Pharmacy will host an information table outside of the pharmacy Oct. 27, 9 am to 5 pm. For more information, call 4-3100.

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WHAT'S HAPPENING

Breastfeeding seminar
The Employee Assistance Program is sponsoring "Working and Breastfeeding: Returning to Work and Maintaining your Milk Supply," Nov. 2, 1 to 2 pm, VBK 401. Germaine Lambergs, RN, an MGH lactation consultant, will teach expectant and nursing mothers how to use breast pumps and maintain an adequate milk supply while working. There also will be a discussion session. Lunches may be brought. For more information, call 6-6976.

Brain Anuerysm Foundation annual dinner
MGHers are invited to the fourth annual dinner and silent auction to benefit the Brain Aneurysm Foundation Nov. 6, 6:30 to 11:30 pm at the Swissótel, One Avenue de Lafayette, Boston. Tickets are $50 per person, and there will be a cash bar, buffet dinner, music and dancing. Parking is included. For more information, call 6-1767.

Physical therapy panel
The Department of Physical Therapy will present a Physical Therapy Month lecture "Preparation of the Future of Physical Therapy and Implications of the Doctorate of Physical Therapy," Oct. 28, 4:30 to 6:30 pm, O'Keeffe Auditorium. The panel will focus on a new doctorate degree being offered to physical therapy students. Speakers include Michael Sullivan, MBA, PT, director of MGH Physical Therapy; Leslie Portney, PhD, PT, of the MGH Institute of Health Professions; Ann Jampel, PT, of MGH Physical Therapy; and representatives from Simmons College and the University of Vermont.

Breast Cancer Awareness Fair
The Gillette Center for Women's Cancers at the MGH will host a Breast Cancer Awareness Fair, Oct. 29, 9 am to 2 pm in the Main Lobby. Information about detection, prevention and treatment of breast cancer will be available. Lifetime Television and Cablevision are sponsoring the event.

Smoking cessation program
The MGH Quit Smoking Service will offer an eight-week group program beginning Nov. 3, 5:30 pm. Topics include information about nicotine replacement and Zyban, preparation for quitting, coping with stress without cigarettes, preventing weight gain and relapse prevention. A telephone support line is available to participants. For more information, call 6-7443.

MASSACHUSETTS
GENERAL HOSPITAL

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www.mgh.harvard.edu/pubaffairs

IN GENERAL

Bruce D. Walker, MD, director of the Partners AIDS Research Center, will receive the Doris Duke Distinguished Clinical Scientist Award for his project entitled "Immune Reconstitution in HIV Infection." The award is a $1.2 million grant, which Walker can use to further his groundbreaking immune reconstitution research. This research was highlighted in February on the NOVA program, "Surviving AIDS."

David P. Corey, PhD, of the Howard Hughes Medical Institute at the MGH, has received the 1999 Mirmelstein/Kresge Award for Excellence in Hearing Research. He is professor of Neurobiology at Harvard Medical School.

Halloween safety tips

Mary Lou Kelleher, RN, of MGH Pediatrics, offers the following suggestions to help keep trick-or-treating safe:

Costumes

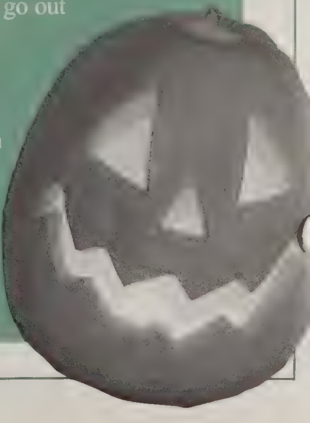
- Dress children in light colors or apply reflective tape on their costumes to ensure visibility.
- Make sure costumes are flame retardant.
- Keep hems short to prevent tripping.
- Dress children in rubber-soled shoes or sneakers — not high heels.
- Do not use costumes or masks that cover the eyes. Face paint is preferable.

Treats

- Set limits on how much candy children can eat.
- Allow children to eat only candy that is individually wrapped.
- Inspect all food treats before consumption.

Trick or treat

- Take younger children out before dark and make sure they are accompanied by an adult.
- Talk to younger children about what they might see while trick-or-treating. Some costumes can be quite scary.
- Make sure that older children who go out without adult supervision stay in a group, visit only known neighborhoods and go to houses that are well lit and welcoming. Establish a curfew. Give older children change to make a phone call or give them a cell phone.



October 29, 1999

MGH HOTLINE

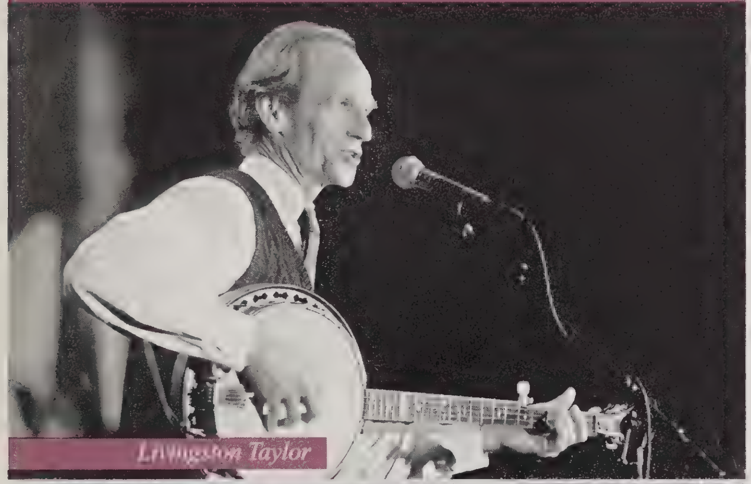
A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Schwartz Center celebrates its fourth anniversary

With his sometimes whimsical, sometimes emotional music, singer and songwriter Livingston Taylor amused and impressed a capacity crowd at the fourth annual Schwartz Center dinner, held Oct. 19 at the Westin Hotel. Taylor, who along with Mitch Albom, author of *Tuesdays with Morrie,* entertained more than 1,200 friends and supporters of the center, which is dedicated to promoting and strengthening the relationship between patients and caregivers.

Keynote speaker Albom inspired guests with stories about his mentor and college professor, Morrie Schwartz, in a talk entitled "Tuesdays with Morrie: Lessons for Living." Albom emphasized the importance of finding the time to give of one's self. "When you spend your life giving of yourself — when you put your voice inside someone's head and it becomes ingrained in their memories — then you live on in every person you touch." He commended

(Continued on Page 2)



Livingston Taylor

THE
KENNETH B. SCHWARTZ
CENTER

Mitch Albom

New chair of the MGH board elected

In September, Edward P. Lawrence was elected chair of The Massachusetts General Hospital (MGH) and The General Hospital Corporation Boards of Trustees. The Massachusetts General Hospital is the parent company of The General Hospital Corporation, which operates the hospital and four neighborhood health centers.

Edward P. Lawrence

Lawrence succeeds Ferdinand Colloredo-Mansfeld, who had been chair since 1992 and will continue to serve as a member of both boards.

"I am delighted and honored to assume this position at the MGH," says Lawrence. "It is a great privilege to have the opportunity to work with the many talented people who make up the MGH community, particularly in these challenging times."

Lawrence, who is a partner at the law firm Ropes & Gray, has been an MGH board member since 1997, serving as vice chair, and a board member of The General Hospital Corporation since 1995.

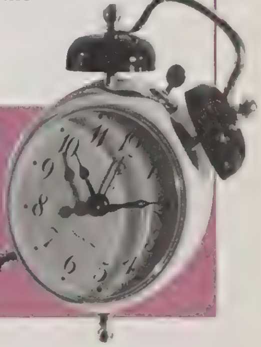
"We are very pleased that Ed Lawrence has accepted the position as chair of our boards," says James J. Mongan, MD, president of the MGH. "He has contributed a great deal to this hospital and will continue to do so in his expanded leadership role."

Lawrence also serves on the Board of Trustees for Partners HealthCare System, the Massachusetts General Physicians Organization and McLean Hospital.

Lawrence is following a family tradition in his new position. His grandmother, Marion Lee Lawrence, was a longtime member of the Ladies Visiting Committee (LVC) and served as chair of the committee before she died in 1935. The LVC dedicated a hospital meeting room, now located on Clinics 1, in her memory. Also, the Lawrence House, which is located at the entrance of the hospital on North Grove Street, was named for his uncle, John E. Lawrence, who served as chair of the MGH Board of Trustees and is an honorary trustee and a generous supporter of the hospital. ●

Return to standard time

Time reverts to standard time at 2 am on Oct. 31. Remember to set clocks back one hour.



— Schwartz center celebrates its fourth anniversary

(Continued from Page 1)

the Schwartz Center for its dedication to fostering compassionate care.

One of the highlights of this year's dinner was the presentation of the first annual Compassionate Caregiver Award, created to honor a person who displays extraordinary compassion in caring for patients. Scott Pomeroy, MD, PhD, a neuro-oncologist at Children's Hospital, received the award. His nomination was supported by colleagues as well as family members of his young patients.

Two event highlights were the presentation of a video entitled "One Story, Many Voices," which explores the crucial patient-caregiver relationship and spotlights two of the center's programs, and the introduction of the Schwartz Center's executive director Marilyn Yager, who started in her position Oct. 4.

Kenneth B. Schwartz was a prominent health care lawyer who died in 1995 of lung cancer. While battling the disease, Schwartz wrote a poignant article, published in *The Boston Globe Magazine,* detailing his journey through the health care system and emphasizing the need to preserve and nurture the human connection in health care. ●

Domestic violence: center stage

The cast of "Red Tide," a play about teen dating violence, was performed in the Wellman Conference Room Oct. 21 in recognition of Domestic Violence Awareness Month. Presented by the Women's Crisis Center of Greater Newburyport, the play showed how domestic violence affects both men and women.

Physical Therapy prevention and education

During the month of October, the MGH Physical Therapy Department hosted four events for National Physical Therapy Month to highlight physical therapy practices and educate MGHers about its work. The events included three booths that focused on preventing injuries and diseases that require physical therapy. Information was provided about exercise and diet and their role in preventing heart disease, posture and body mechanics and preventing falls and fall-related injuries.

"We chose these topics because they are relevant to many people," says Leah Javaheri, PT, of MGH Inpatient Physical Therapy. "Prevention is a hot topic in health care right now, and we feel that helping people prevent injury and other health problems is just as important as helping them heal."

At the educational booths, MGH physical therapists were available to screen MGHers and visitors for posture-related problems, such as back and neck aches, and make recommendations about treatment options. Literature also was available, including information about fall prevention as part of a hospitalwide effort to promote awareness about the issue. "Accidental falls are one of the most common adverse events occurring within the community and in health care facilities," says Kristin Parlman, MSPT, NCS, of MGH Inpatient Physical Therapy. "Many patients come to the MGH because of a fall, especially many of our elderly patients. We offered this information to help prevent these types of injuries and to increase awareness about how prevalent they are."

The final event was a panel discussion about a new clinical doctorate program in physical therapy being offered by some schools. "The ramifications of this new program are enormous," says Ann Jampel, PT, of MGH Outpatient Physical Therapy. "Schools are discussing whether or not to offer the doctorate program, but they also need to realize what impact this will have on the clinical sites that agree to take interns and eventually hire their graduates. The panel was helpful at opening up dialogue about this exciting subject in physical therapy."

For more information about the services provided by the MGH Physical Therapy Department, call 6-3023.

Amy Kirby, MSPT, of MGH Physical Therapy, shows MGH patient Jacqueline McCarthy a better way to protect her neck and back from injury.

MGH Charlestown participates in citywide health van project

The MGH Charlestown HealthCare Center recently participated in the inauguration of "The Health Connection," a citywide public health effort. The Boston Public Health Commission, in collaboration with Boston Community Health Centers and Hospitals, created the project to enhance public health education and outreach initiatives in Boston's neighborhoods by sending a mobile van to each community.

The van is staffed by an EMT and a registered nurse from the Boston Health Commission, as well as outreach workers and a nurse from a local health center, who provide health screenings and education.

MGH Charlestown is one of the collaborators of The Health Connection project and hosted the van Oct. 15, giving residents and visitors an opportunity to see the vehicle and to learn more about the health center's services. The van is scheduled to visit the Bunker Hill Mall in Charlestown each Friday from 9 am to noon.

Boston's Public Health Van

Staff from MGH Charlestown and the Boston Public Health Commission

Tingle brings laughter to Pastoral Care Week

Jimmy Tingle, left, comedian and "60 Minutes II" social commentator, performed at the celebration of Pastoral Care Week, Oct. 20, in the O'Keeffe Auditorium. The MGH Chaplaincy Department, pictured above, hosted the event.

Toy store comes alive at the MGH

Phillipe Pernot, *below,* was all smiles during a visit by Curious George and his friends — volunteers from the FAO Schwarz toy store — on Ellison 17, Oct. 17. The volunteers brought remote-control cars, hula hoops, face painting and various other games and toys for about 25 pediatric patients.

FAO Schwarz and The Friends of the MGH Cancer Center, a volunteer group, have co-hosted the annual Holiday Shopping Gala and Silent Auction benefit at the store for the past seven years. This visit gave both FAO Schwarz staff and the Friends of the MGH Cancer Center an opportunity to meet some of the children who benefit from money raised at the gala. Proceeds provide amenities for all patients and their families visiting the MGH Cancer Center. ●

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WHAT'S HAPPENING

Changes to online telephone directory

Members of the Telecommunications Department will be available to assist employees with checking and correcting information listed in the Partners online telephone directory, Nov. 3 and 4, Main Corridor, 7 am to 5 pm. The information contained in online directory listings is viewed by many departments who depend on its accuracy in referring patients to care areas, delivering mail and establishing contact by telephone, e-mail and pager. MGHers are encouraged to check their own listings prior to this event.

Blood Pressure: Less is More screening booth

To help educate MGHers and hospital visitors about the importance of monitoring blood pressure, the Massachusetts General Physicians Organization will host a blood pressure screening booth, Nov.1 in the Main Corridor, 9 am to 4 pm. Educational materials will be available. For more information, call 4-6336.

Town meeting for house staff and clinical fellows

All house staff and clinical fellows are invited to attend a Town Meeting, Nov. 15, 5:30 pm in the O'Keeffe Auditorium. James J. Mongan, MD, MGH president, Brit Nicholson, MD, MGH chief medical officer, Isaac Schiff, MD, chief of Vincent Obstetrics and Gynecology, and Debbie Weinstein, MD, director of Graduate Medical Education, will answer questions and talk about issues of interest to clinical trainees. Suggestions for topics or questions can be sent in advance by e-mail to Weinstein at *dweinstein@partners.org* or faxed to 6-2118.

Online ordering from ISC

The Radiology Image Service Center (ISC) now can be accessed online to order radiologic studies. This service upgrade will allow for easier access to the ISC, which relocated from the WACC to the Blake sub-basement in August. To use this new feature, visit the Radiology Department website at *www.mgh.harvard.edu/radiology* and click on the ISC icon. The site is available only during regular ISC hours of operation; Monday through Friday, 8 am to 6 pm.

A. Clifford Barger Award

The deadline for nominations for the 1999 A. Clifford Barger Harvard Medical School Excellence in Mentoring Award has been extended to Nov. 15. This award presents mentees the opportunity to thank mentors for the time and effort extended on their behalf and recognizes the importance of mentoring. To receive a nomination form or for additional information, call Nancy Kaufman at 423-1037.

New PET scanner

The Department of Radiology and the Division of Nuclear Medicine, recently purchased a new positron emission tomography (PET) scanner. PET is a diagnostic procedure used in the early biological detection of diseases such as lymphoma, lung carcinoma and malignant melanoma. PET differs from other imaging techniques, such as CT and MRI, in that it detects biological changes earlier. The scanner will be housed temporarily in a medical trailer across from Mass Eye and Ear Infirmary until renovations are completed on White 2. Patients can be scheduled by calling 6-8367.

AMMP membership drive

The Association of Multicultural Members of Partners (AMMP) will hold a membership drive Nov. 10, 11:30 am to 1:30 pm, in the Main Lobby, at CNY in the East Lobby and at Spaulding near the second floor café. AMMP is a volunteer organization open to employees at all levels and areas of Partners, the MGH and BWH. More information about AMMP is available online at *healthcare.partners.org/jobs/diversity/ammp.cfm.*

IN GENERAL

Ann-Marie Starck, PT, of MGH Physical Therapy, recently received the Henry J. Mankin Award. This annual award, given by the Physical Therapy Department, recognizes physical therapists whose professional attitude, concern for patients and clinical expertise inspire the pursuit of excellence in others.

In memoriam

William (Billy) Aylward, of Stoughton, passed away unexpectedly Oct. 26. He was a member of the Partners Telecommunications Department.

The funeral will be held at the Farley Funeral Home, 358 Park Street Stoughton, Oct. 29, 8:15 am, followed by a funeral mass at Immaculate Conception Church, Stoughton, 9 am. Visiting hours will be Oct. 28, 2 to 4 pm, and 7 to 9 pm.

Donations in Aylward's name may be made to the Jimmy Fund, 44 Binney Street, Boston, MA 02215.

MASSACHUSETTS
GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to
Victoria Brady, editor, at 4-6433; or
Beth Baratz, assistant editor, at 4-5627;

by fax to 6-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

www.mgh.harvard.edu/pubaffairs

November 5, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

United Way campaign begins Nov. 10

The 1999 MGH United Way campaign kicks off Nov. 10, with the distribution of pledge cards and campaign information through Payroll. Last year, the MGH raised more than $140,000 for the United Way to help benefit the many services and programs funded by the organization.

The percentage of MGH employees who participated in the campaign last year increased by 50 percent. The overwhelming increase in employee participation resulted in an increase of 27 percent in funds raised from the previous year.

This year's campaign promises to be even bigger and better, according to Patrick Jordan, administrative director of MGH Radiology and chair of this year's United Way campaign. "MGH employees have traditionally been very generous in the annual United Way campaign," says Jordan. "As members of a charitable organization, they see this as an opportunity to give back to the community and, in many cases, directly to our own patients."

Because of the success of last year's campaign, the MGH was one of the few organizations to receive the United Way's Presidents Award, which is given to organizations that increase employee participation and donations by 10 percent or more.

The MGH Social Services Department also received $14,000 from the United Way through the Partners in Caring program. Through this program, hospitals that increase their United Way contribution by at least 4 percent receive half of the increase back from the United Way to donate to the hospital's social services.

Look for more information about the United Way campaign in upcoming issues of *Hotline*. For more information about the campaign, call Kathy Conners or Jordan at 6-1667. ●

UNITED WAY
OF MASSACHUSETTS BAY

Trick or treat?

Patients from the MassGeneral Hospital for Children scoured the hospital Oct. 29 for tricks and treats. Above, MGH patient, Michael Down reaches for his treat. At right, Tommy Doran and Ellen Silva, an MGH child life specialist, ham it up for the cameras. MassGeneral Hospital for Children is the new identity of MGH Pediatrics.

MGHers explore the experiences of cancer patients

No one knows better than a cancer patient what it's like to battle this frightening disease. Eight MGHers who work closely with cancer patients helped shed some light on patients' personal battle through an improvisational depiction of a cancer support group Oct. 26.

"Life of a Group" is an interactive program that is used to help increase awareness and sensitivity among health care providers regarding the difficult issues facing cancer patients. Staff from the MGH Cancer Center and Social Services took on the roles of recently diagnosed patients participating in a support group.

Their performance was improvisational with no script for the "actors" to follow. The group explored a broad range of emotions and issues experienced by cancer patients such as loneliness, depression, guilt, spirituality, hopelessness and finding support from loved ones and members of the support group.

The group of actors were: Steve McAfee, MD, of Hematology/Oncology; Marie Cameron, PCA, of Nursing; Bonnie Ryan, RN, of Hematology Oncology; Haven Fyfe, MSW, of Social Services; McCallum Moore, of the Cancer Center; Anthony Zietman, MD, of Radiation Oncology; Joan Holmes, of the Gillette Center for Women's Cancers; and Sarah Murphy, MSW, of Social Services.

The program was jointly sponsored by the MGH Cancer Center, Social Services and Smith-Kline Beecham and was produced by Sara Murphy, MSW, of Social Services. ●

MGH actors played out a scene in "Life of a Group."

Magic on the Web

Magician John Henry gets some assistance from Dawn Baker, age 17, a patient at the MassGeneral Hospital for Children. Henry performed tricks in the Treadwell Library and for patients on Ellison 17, in celebration of National Medical Librarians' Month and the launching of "Magic on the Web," a new electronic library and web-based catalog. The site can be found at *http://magic.mgh.harvard.edu.*

Benefit open enrollment period

The open enrollment period for benefits began Nov. 1, giving MGH and Partners employees the opportunity to review benefit choices and make changes if desired.

Open enrollment packages were sent to all benefits-eligible employees who were on the weekly or monthly payroll as of Sept. 20, 1999. Employees who became eligible for benefits after Sept. 20 should contact the Benefits Office to make changes for the year 2000.

Employees can stop by information sessions, called BeneFairs and QuickStops, to ask questions about various benefit programs. At the BeneFairs, employees can talk with representatives from companies that provide benefits and programs to the MGH. Benefits Office staff and generalists will be available to answer questions at the QuickStops.

For more information, visit the Partners Human Resources web site at *is.partners.org/hr/openenrollment/index.html* or call the Benefits Office at 6-8133.

Schedule for BeneFairs and QuickStops:

BeneFair in Wellman Conference Room
Nov. 12 — 11 am to 4 pm

BeneFairs at CNY
Nov. 8 — 1 to 5 pm
Nov. 10 — 9 am to 1 pm

QuickStops in Wellman Conference Room
Nov. 19 — 10 am to noon
Dec. 1 — 8 to 11 am

QuickStops at CNY
Nov. 15 — 3 to 5 pm
Dec. 2 — 9 am to noon

New cancer center grant to encourage collaboration among Harvard institutions

A **cancer center grant** has been submitted to the National Cancer Institute (NCI) outlining a first-ever collaboration of all cancer research activities among the Harvard-affiliated institutions. The proposal was submitted in October, and if funded, the grant could support the reshaping of cancer research at Harvard.

THE GRANT COULD SUPPORT THE RESHAPING OF CANCER RESEARCH AT HARVARD.

The current cancer center grant includes only Dana-Farber Cancer Institute. The proposed expanded grant would help fund a mechanism in which cancer research is more of a collaborative enterprise with investigators from seven Harvard-affiliated institutions reaching across institutional lines to work with colleagues toward a common goal.

This collaborative cancer center, called the Dana-Farber/Harvard Cancer Center (DF/HCC), includes the MGH, BWH, Dana-Farber, Beth Israel Deaconess Medical Center, Children's Hospital, Harvard Medical School and the Harvard School of Public Health.

The center represents the next step in an evolution that began more than 50 years ago when the Children's Cancer Research Foundation — Dana-Farber Cancer Institute's original name — joined Children's Hospital in the treatment and study of children's cancers.

The process gained momentum three years ago with the creation of Dana-Farber/Partners CancerCare (DF/PCC), the collaboration in adult oncology involving the MGH, BWH and Dana-Farber.

"One of the main reasons for creating DF/PCC was to enhance our ability to do clinical trials — to enlarge the pool of patients participating in clinical trials so we could get answers and find better treatments more quickly," says David G. Nathan, MD, president of Dana-Farber. "That's worked beautifully. The number of patients in clinical trials has increased significantly, and pharmaceutical companies are more interested in working with us because we have streamlined the process of reviewing and approving trials."

This thinking, Nathan says, led to the creation of a Harvardwide system that not only includes clinical research but also basic science and population research.

As described in the grant application, the DF/HCC initially encompasses 800 researchers working in 15 programs. Members of the center include principal investigators and program leaders for cancer-related research grants; investigators who participate in clinical cancer research by developing protocols or participating in clinical trials; as well as established cancer researchers who are currently launching their own laboratories.

The center also includes various resource centers — or cores. Some of these are new, such as labs for high through-put DNA sequencing and rodent pathology. Some existing cores are being enhanced, and others such as the clinical trials and pharmacology cores at the MGH and Dana-Farber, are already fully functional.

To overcome the logistical obstacles of having researchers from seven separate institutions working together, a DF/HCC Intranet is expected to go online in the next few weeks. The Intranet will enable members to exchange research results, critique each other's work and review new findings while keeping information confidential.

The NCI will review the application and send a team of site visitors to Dana-Farber and its co-applicants in February to determine whether the project will be funded and at what level. The proposal seeks $10.3 million a year for five years. Formal notification of the application approval and funding level from the NCI is expected next spring. The grant would be funded in July 2000. ●

Lynn Chartier, RTR, of MGH Mammography, shows an MGH visitor the difference between a healthy mammogram and one that shows a lump at the Oct. 29 Breast Cancer Awareness Fair. The fair was held in recognition of Breast Cancer Awareness Month.

WHAT'S HAPPENING

Vincent Club symposium
The Vincent Club's fall medical symposium will be Nov. 8, 9:30 am in the O'Keeffe Auditorium. Topics will include weight relationship to pregnancy, led by Maria Mascola, MD, MPH, of Vincent Obstetrics and Gynecology; ovarian cancer, led by Arlan F. Fuller, MD, chief of the Vincent Gynecologic Oncology Division; and end-of-life concerns for the patient and caregiver, led by Edwin H. Cassem, MD, chief of MGH Psychiatry. This annual event is co-sponsored by the Vincent Hospital Board of Managers and the Vincent Club.

Ethics forum series
The MGH Ethics Task Force will host an interactive panel discussion "Disclosing errors: Do patients have the right to know?" Nov. 10, 4:30 to 6 pm in the Ether Dome. Refreshments will be served. For more information, call Sandy Dodge at 6-3370.

MGH Cancer Center HOPES seminars
The MGH Cancer Center HOPES Program (Helping Our Patients/Families through Education and Support) will present educational seminars for patients, families and MGHers. HOPES is a new program being offered by the Cancer Center to help those affected by cancer learn about the disease. On Nov. 8 "What to Expect After TRAM Flap Reconstruction" will be offered, noon to1 pm. Drop-in yoga will be offered Nov. 11 and 18, noon to 1 pm. All seminars are held in the Cancer Resource Room, Cox 1. For more information, call 4-1822.

Support Service Grant Program
A total of 67 educational grants from the Support Service Grant Program were awarded last winter and summer. Because of the overwhelming popularity of the program, no additional grants will be awarded until next spring. Support Service employees who are interested in this grant program should watch for application announcements in April and May. The selection committee anticipates a mid-June application deadline for the fall 2000 semester.

Asthma support group
Partners is sponsoring an asthma support group, Nov. 17, 5 to 6:30 pm at BWH, Tower 4A. The topic will be "Evaluating Alternative Asthma Therapies." For information, call 732-7420.

Tax forms for foreign nationals
Foreign nationals with J-1 or F-1 visas who wish to claim exemption from federal taxes for the year 2000 under an existing tax treaty between the United States and their country of residence will be contacted by the Payroll Office in December to complete IRS form 8233 and an affidavit. These documents will be available in the Payroll offices located at Clinics 117 and CNY Building 149, second floor.

Petition for health care access law
The Committee to Defend Health Care, comprised of Massachusetts health care providers, is supporting an effort that would protect rights of patients, promote access to quality health care and impose a moratorium on for-profit conversion of hospitals, insurers or HMOs. For this initiative to become a law, a petition must be signed to place it on the November 2000 ballot. MGHers are invited to drop by an information table located outside the MGH parking garage on the corner of North Grove and Parkman streets Nov. 5 and 12, noon to 4 pm, to get more information about this initiative or to sign the petition. For more information, call 4-6967.

Memorial service for Richard J. Kettell
Richard J. Kettell, a former MGH employee, died Sept. 21. A memorial service will be held Nov. 10, at noon in Bulfinch 225A.

PeopleSoft University

The MGH Supplies and Purchased Services Task Force will offer a series of training sessions as part of the MGH PeopleSoft University (PSU) beginning Dec. 1. Courses include "An Overview of PeopleSoft," "How to Buy Anything at the MGH," and "Everything You Always Wanted to Know About Reports."

PeopleSoft is the software that has been used to run the Materials Management, Accounts Payable and General Ledger systems at the MGH since April 1998. MGH PSU is a series of training sessions to help MGHers learn about using PeopleSoft. PSU instructional sessions were designed and will be facilitated by a team of experts from Materials Management, Accounts Payable, Finance and experienced "end users" from across the MGH community.

Each department at the MGH is responsible for cost containment, and PeopleSoft is a tool that helps those who do the ordering and tracking to meet fiscal goals. PSU will give users the knowledge and skills to use this tool.

For more information about PSU, call Deb Conlon at 6-8966 or send e-mail to Partners Training at *training@partners.org*

MASSACHUSETTS
GENERAL HOSPITAL

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www.mgh.harvard.edu/pubaffairs

November 12, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Few physicians counsel adolescents about smoking

Despite the fact that most smokers take up the habit as adolescents, few U.S. physicians counsel their young patients about the health risks of smoking, according to an MGH study in the Nov. 3 issue of the *Journal of the National Cancer Institute.* The report found that, even when they knew their patients were smokers, physicians reported discussing smoking at office visits less than 20 percent of the time.

"We were surprised that counseling of all adolescents was so low and that it did not improve during the 1990s, despite the fact that numerous physician and government organizations recommend that all adolescents receive counseling, whether they currently smoked or not," says Anne Thorndike, MD, of the MGH General Medicine Division, the study's lead author.

During the years 1991 through 1996, physicians responding to a national survey reported asking young patients ages 11 to 21 about their smoking habits at 71 percent of office visits. But they provided counseling and advice about smoking at less than 2 percent of overall office visits. In the 8.5 percent of office visits when patients identified themselves as smokers, physicians counseled patients about the risks of smoking and benefits of quitting 17 percent of the time.

"We know that the peak years for young people to begin smoking are ages 13 and 14," Thorndike explains. "Even when youngsters tell their doctors they don't smoke, they may be experimenting with cigarettes or other tobacco products. It's important to get these prevention messages across before they become regular smokers."

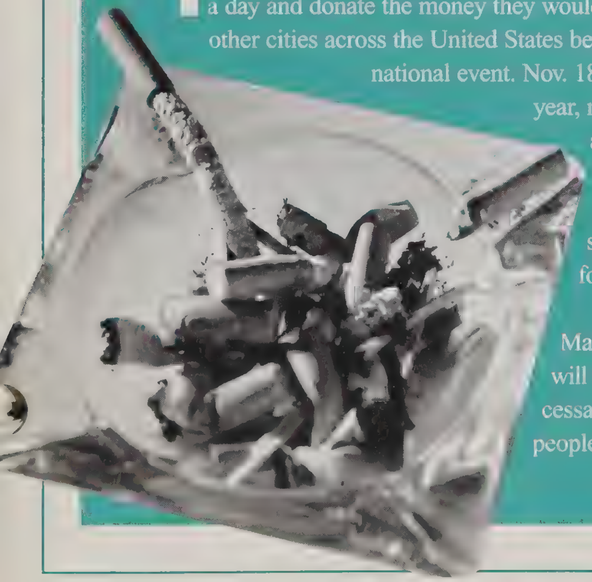
Co-authors of the study were Timothy Ferris, MD, of the General Medicine and General Pediatrics divisions, Randall Stafford, MD, General Medicine and the Institute for Health Policy, and Nancy Rigotti, MD, General Medicine and director of Tobacco Research and Treatment. ●

A salute to veterans

Veterans Day, which was celebrated Nov. 11, is a time when the United States remembers and recognizes the service of men and women in the armed forces and reserves. Today, the MGH community includes employees who have served in World War II, the Korean, Vietnam and the Gulf wars, as well as during peace time. "We honor these individuals who have served and continue to serve our country," says Jeff Davis, senior vice president for Human Resources at the MGH. "We are proud to have them as part of the MGH family."

The Great American Smokeout

In 1971, Arthur P. Mullaney started an event in Randolph, Mass., that encouraged people to give up smoking for a day and donate the money they would have spent on cigarettes to a scholarship fund. In the years that followed, other cities across the United States began implementing similar initiatives, and the "smokeout" eventually became a national event. Nov. 18 marks the 23rd American Cancer Society Great American Smokeout. Each year, more people try to quit smoking during the Great American Smokeout than on any other day of the year, including New Year's Day.



Tobacco use is responsible for nearly one of every five deaths in the United States. The American Cancer Society encourages Americans who smoke to remain smoke-free Nov. 18, in hopes that they will quit smoking for good.

The MGH Quit Smoking Service will sponsor an information booth in the Main Corridor Nov. 18, 11 am to 1 pm, in recognition of the smokeout. Visitors will be able to check their carbon monoxide levels and get information about smoking cessation. The Quit Smoking Service also offers monthly support groups to help people stop smoking. For more information about services, call 6-7443.

Claflin Awards pave the road for career advancement

Despite the large number of women faculty recruited to the MGH, far fewer women advance to senior faculty positions than men. One of the reasons for this lack of parity is the career sacrifice many women make to raise their families. The MGH, however, has resources to help women advance their careers.

Sylvie Breton, PhD

In 1997, The Women in Academic Medicine Committee was established to help facilitate the academic careers of women at the MGH. To help address work/family issues, the committee developed the Claflin Distinguished Scholar Awards, named for the founding chair of the committee, Jane D. Claflin, honorary trustee. The awards, funded by the Executive Committee on Research (ECOR), are given to junior faculty women to help sustain their research productivity during the child-rearing years. The Office for Research and Technology and the MGH Office for Women's Careers administer and promote the awards.

The Claflin Awards are two-year grants with a maximum of $30,000 in direct costs per year and may be used for support of a technician, postdoctoral fellow or graduate student, as well as to pay for supplies.

"The path to becoming senior faculty at the MGH is a lengthy process, with many criteria," says Suzanne Metallo, associate director of the Office for Women's Careers at the MGH. "For many junior women faculty there is the additional challenge of child rearing and the impact it can have at the most vulnerable point in their academic careers. Transitional funding, like the Claflin Awards, is critical in facilitating career continuity and preventing attrition among the junior ranks."

The first grants were awarded in 1997 to Elizabeth Hohmann, MD, of the MGH Infectious Disease Unit; Sylvie Breton, PhD, of the MGH Renal Unit; and Tongwen Wang, PhD, of MGH Pediatric Surgery (who has since departed the MGH to continue her research at another institution). The three recipients have recently finished the cycle of funding from the Claflin Scholar Awards, while successfully maintaining their research productivity and continuing to meet the demands of motherhood.

"This grant came at the perfect time. I could no longer support my research from smaller grants but wasn't quite ready to get 'major league' research funding," says Hohmann, who received funding to finish testing a series of oral vaccines. "I think it is 110 percent true that women in medicine are faced with making major decisions about their family at the same time that they are on the brink of becoming senior faculty. Young women faculty are supposed to be on the same level as their male peers, but they have this huge personal undertaking that most men don't have," she says. According to Hohmann, women faculty must live up to both the gold standard of being a good mother and the high standards of being a researcher.

Elizabeth Hohmann, MD

"I used the funding to hire a research assistant," says Breton, who received funding to continue her research in the acidification of the male reproductive system. "I had just adopted a child from China who required special care, and I had to cut back on my work hours. It makes me happy to know that the MGH realizes the challenge that woman faculty face if they choose to raise a family and supports them. This grant has helped me in recruiting other female researchers to my lab." Breton feels that the funding from the Claflin Awards helped keep her up to date in her research despite her family responsibilities. She recently was promoted to assistant professor.

The recipients of the Claflin Awards are chosen by an internal review committee, made up of PhDs and MDs, both male and female. The 2000 Claflin Scholar Awards request for applications will be announced this month with a deadline in early 2000. Applications will be available through the Office for Research and Technology and online at *http://mghra.partners.org.* ●

United Way campaign helps others in need

The MGH United Way campaign kicked off this week with pledge cards distributed through Payroll. All employees who return their pledge cards to United Way representatives — whether they contribute to the campaign or not — are eligible for raffle drawings that include such prizes as five days of earned time, a month of hospital valet parking and gift certificates to local restaurants, stores and the MGH General Store and Flower Shop. The raffle drawings will take place Nov. 17, 22 and 24.

Pledge cards may be returned to departmental United Way representatives; mailed to Kathy Conners of Radiology, ACC 219C; or deposited into drop-off boxes located at information desks in the Main Lobby, WACC Lobby and CNY Building 149, Payroll in Clinics 1 and at each of the MGH health centers. For more information, call 6-1667.

Changes in prescription drug benefits

A few changes have been made to MGH employees' prescription drug benefits. Merck-Medco, which has been the vendor for the Partners Blue Cross and Blue Shield plans' pharmacy benefit until September 1999, now will be used for all benefits plans. The current pharmacy program was designed by the hospital's benefits consultants and Merck-Medco to ensure that all currently available drugs would continue to be accessible, while promoting the use of less expensive medications where clinically appropriate. Below are some answers to frequently asked questions about the Merck-Medco program.

What brands of prescription drugs are included in each tier in the Merck-Medco program?

Employees can look at the web site *http://is.partners.org/hr/openenrollment/mgh.htm* to find a chart showing some alternatives for common prescription drugs under Merck-Medco. This list shows what current drugs are available in the various copayment tiers and can help MGHers make decisions with their physicians in choosing a preferred or generic brand. Also on this site is a listing of participating independent drug stores (listed by zip code) and drug store chains (listed alphabetically). The MGH Outpatient Pharmacy also is an approved pharmacy that MGHers use, and it is conveniently located on the first floor of the WACC.

Will all my current prescriptions be covered by the new plan?

Information to help determine the copayment tier of any drug will be included in the Merck-Medco kit distributed in December. Drug coverage is plan-specific. If a prescribed medication was covered under an employee's health plan before, it will be covered under the Merck-Medco plan.

What if a $25 prescription copayment is a cost concern for employees?

Most nonpreferred brand name drugs have equally effective alternatives found on the generic or preferred brand list, which have lower co-payments. ●

Benefit open enrollment period

Open enrollment packages have been sent to all benefits-eligible employees who were on the weekly or monthly payroll as of Sept. 20, 1999. The information is presented differently in this year's statements, but the benefit credit information is the same. While figuring the total credits, MGHers should remember to add the basic credit to the medical credit to get the total, which is applied toward employees' selections.

If an employee was hired prior to Sept. 15, is benefits eligible and did not get a benefits statement at home, he or she should contact the Benefits Office at 6-8133, send e-mail to *ibenefits@partners.org* or contact his or her local Human Resources Office. The following is a list of the remaining QuickStop information sessions.

QuickStop at CNY

Nov. 15	3 to 5 pm
Dec. 2	9 to noon

QuickStop in Wellman Conference Room

Nov. 19	10 to noon
Dec. 1	8 to 11 am

Patient Care Services celebrates "magical" night of collaborative governance

Magician John Graffeo entertained MGH Patient Care Services staff during their recent celebration of collaborative governance — a staff decision-making model that uses a "bottom-up" style of management. "I know you all came here for a formal presentation about collaborative governance," said Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse. "But you all have worked so hard on this initiative, I want you to sit back, relax and enjoy this evening."

Collaborative governance began in 1997 with the establishment of eight committees — five interdisciplinary teams focusing on diversity, ethics, quality, patient education and professional development, and three nursing teams focusing on practice, research and staff advisory.

Magician John Graffeo

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MGH HOTLINE

What's Happening

MGH Running Club events
MGHers are invited to join the MGH Running Club for the "Gobble, Gobble Run" Nov. 25 and the "Jingle Bell Run" Dec. 12. For more information, send e-mail to *kulbricht@partners.org* or call Kate Ulbricht at 4-1939. Details and applications also may be found at the following web sites: *www.srr.org/events/annual_events/gobble_application/gobble_application.html* and *www.billrodgers.com/jingleapp.htm.*

Alzheimer's Disease Awareness month
In recognition of Alzheimer's Disease Awareness month, the MGH Memory Disorders Unit and Social Service Department will present an educational table Nov. 17, 9 am to 3 pm in the Main Lobby. Educational materials about Alzheimer's disease will be available, and staff from the Memory Disorders Unit will be present to answer questions. For more information, call 6-2662.

MGH HOPES seminars
The MGH Cancer Center HOPES program (Helping Out Patients/Families through Education and Support) will present educational seminars for patients, families and MGHers. "Manage the Stresses of Living with Cancer through Relaxation and Visualization," Nov. 17, facilitated by Kathy Clair-Hayes, MSW, of MGH Social Service. "Kick the Habit for Better Health: Resources to Help You Quit Smoking," Nov. 18, facilitated by Eileen Joyce, MSW, of MGH Social Service. "Bone Marrow/Stem Cell Transplantation: A Discussion," Nov. 19, facilitated by Cathleen Poliquin, RN, of MGH Bone Marrow Transplantation. All seminars are held in the Cancer Resource Room, Cox 1, from 1 to 2 pm.

Tax forms for foreign nationals
Foreign nationals with J-1 or F-1 visas who wish to claim exemption from federal taxes for the year 2000 under an existing tax treaty between the United States and their country of residence will be contacted by the Payroll Office in December to complete IRS form 8233 and an affidavit. These documents will be available in the Payroll offices location at Clinics 117 and CNY Building 149, second floor.

Thanksgiving pies
Orders for Thanksgiving pies may be placed until Nov. 22 at 3 pm through Nutrition Services. Order forms are available in the Eat Street Café, Coffee Central, Blossom Café, and Tea Leaves and Coffee Beans. Apple, pumpkin, sweet potato, apple-cranberry and apple-raspberry pies will be offered, ranging from $7.50 to $8.25 per pie. Pie pickup will be Nov. 23 after 3 pm and Nov. 24, 10 am to 5 pm.

Building and respecting cultural identity
The Employee Assistance Program is sponsoring the seminar, "Building and Respecting Cultural Identity and Tradition," Nov. 18, noon to 1 pm, Wellman Conference Room. This seminar will introduce participants to various traditions and rituals of holiday celebrations, to help employees and their families determine what is most meaningful to them during the holiday season. Additionally, this presentation will address promoting understanding and respect in the workplace by acknowledging the significance of diversity in cultural heritage. Candelaria Silva, diversity consultant, educator and specialist in children's multi-cultural literature, will facilitate this seminar. For more information, call the EAP at 6-6976.

Kenneth B. Schwartz rounds
The 32nd Kenneth B. Schwartz Rounds will be Nov. 19, noon to 1 pm in the Walcott Conference Room. Lunch will be provided. The rounds will feature a discussion about "Sexually Speaking: Exploring the Issues for Women Living with Cancer." To register, call 4-6862. CME credits are available for risk management.

In General

Joerg Heckenkamp, MD, of MGH Vascular Research, was selected as the 1999 winner of the Ralph A. Deterling Jr. Award of the New England Society for Vascular Surgery.

Isaac Schiff, MD, chief of MGH Vincent Obstetrics and Gynecology, was honored in November by RESOLVE, an organization representing the needs and concerns of infertile couples, for outstanding achievements in the field of infertility and for 25 years of support for Boston's infertility community.

The MGH wins 1999 Consumer Choice Awards

The National Research Corporation in October announced that consumers chose the MGH as the hospital with the highest quality and image in the Boston area. The MGH was one of 126 hospitals to be honored with a Consumer Choice Award. In addition, the MGH's cardiac services were recognized with a parallel award, as consumers named it the top Boston-area hospital for quality heart care.

Each year, the National Research Corporation, a health care performance measurement organization, honors the most preferred hospitals in various metropolitan areas, based on a study of more than 170,000 households.

MASSACHUSETTS
GENERAL HOSPITAL

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Victoria Brady, editor, at 4-6433; or
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by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office,
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Boston, MA 02114.

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November 19, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

The United Way helps at the MGH

The United Way funds numerous social service agencies that help MGH patients, as well as many people in need across Massachusetts and the United States. In an agreement between the United Way and the Massachusetts Hospital Association, hospital social service departments — including MGH Social Services — receive some United Way funds to fill in the gaps where agencies are not able to address a particular situation.

> "IN SPITE OF THE GOOD ECONOMY, WHEN ILLNESS HITS, NONE OF US ARE PREPARED FOR THE ADDED EXPENSES." — EVELYN BONANDER, MSW

"In spite of the good economy, when illness hits, none of us are prepared for the added expenses and the oftentimes diminished income, not to mention the emotional turmoil," says Evelyn Bonander, MSW, director of MGH Social Services. Bonander explains that the funding the MGH Social Service Department receives is used to help with added expenses for patients and their families that insurance or other agencies cannot cover.

United Way funds have been used to help pay for lodging for out-of-town patients whose families must stay in Boston for extended periods of time. They also have been used to help patients pay for emergency childcare and immediate short-term daily living expenses while awaiting longer-term assistance. The Social Service Department at the MGH also refers many patients and families to United Way agencies that help them with additional needs, such as after-school programs or disease-specific programs.

"I have to make the trek to Boston every two months, but my social worker, Sue Streeter [MSW, LICSW], is always there for me, like a guardian angel," says Carole, who had a liver transplant in 1995 and has been coming to the MGH from upstate New York for follow-up care since then. She receives assistance from the Social Service Department because she cannot pay the full cost of repeated stays at MGH at the Y, which provides temporary lodging for out-of-town patients and families.

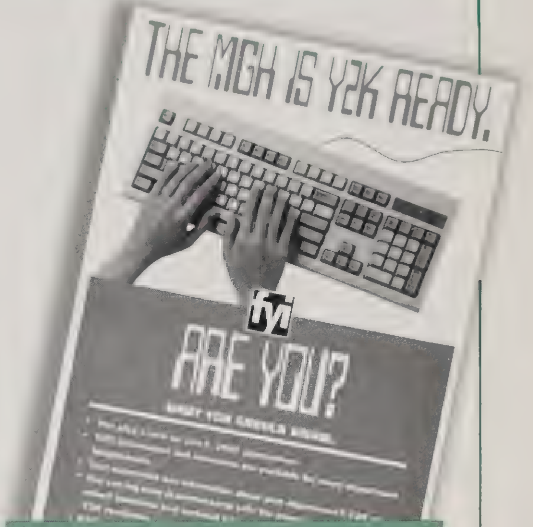
"I feel secure knowing that Social Services is available and has access to the resources that I need when I come to Boston for treatment," she says.

Funding from the United Way is awarded to the MGH Social Service Department when there is an increase in the dollars raised from one year to the next. For example, in 1998 the MGH exceeded the dollars raised by the employee campaign in 1997 and a portion of those excess funds were given directly to the MGH.

"Giving is an extraordinary thing," says Bonander. "MGHers have the opportunity to share their resources and can feel good that their contributions are used wisely by United Way agencies and the Social Service Department."

Bonander encourages MGHers to contribute to the United Way through the employee campaign. Pledge cards were recently distributed through Payroll. For more information, call Patrick Jordan, campaign coordinator, at 6-1667. ●

UNITED WAY
OF MASSACHUSETTS BAY



Y2K posters on display

As part of the hospital's FYI campaign, posters will be displayed around the hospital to inform employees about how to keep abreast of the hospital's Y2K readiness plans and actions.

MGH Revere Reads

Maria Valles, of MGH Revere, reads "Is Your Mama a Llama" in Spanish to children in the MGH Revere waiting room. MGH Revere Reads is a nonprofit program, designed to make literacy a standard part of pediatric care.

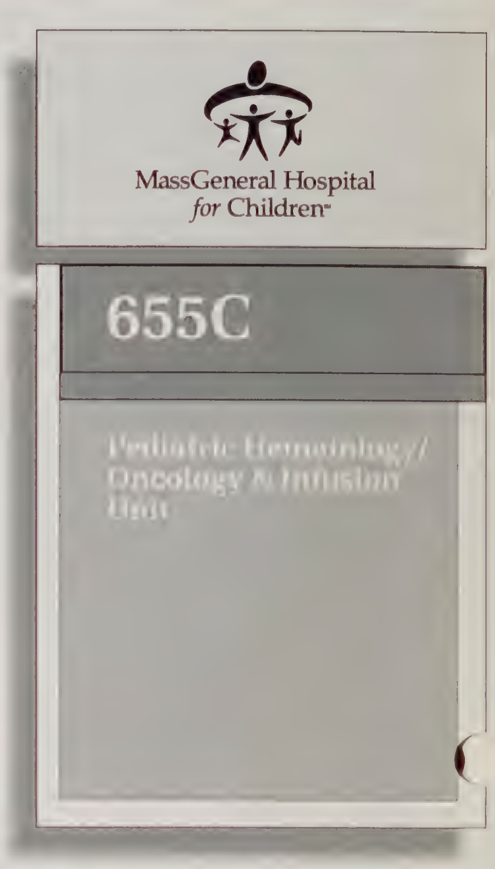
An update on the progress of MassGeneral Hospital for Children

As announced Sept. 17, MassGeneral Hospital for Children is the new identity of MGH Pediatrics. Since this announcement was made, planning for the rollout has intensified.

The rollout committee, which is chaired by John D'Angelo of MassGeneral Hospital for Children administration, has identified contacts in nearly every department of the hospital to serve as "pediatric champions." These representatives will receive orientation packets to share with their departments and will serve as the liaison between the committee and each department. The packets describe the mission and guiding principles of the MassGeneral Hospital for Children as well as suggestions for how to make young patients and their families feel comfortable while they receive care. The packets also explain what it means to be a hospital within a hospital and what defines family-centered care for each employee and area serving children at the MGH.

In addition, new signs will be put up in the major lobbies and in all areas that provide care to children. There will be a new directory in the Main Lobby highlighting the sites where care is delivered to MassGeneral Hospital for Children patients. Maps also will be available for visitors to take. New signage should be in place by the beginning of January.

All MGHers are invited to a hospitalwide rollout party Jan 13, in the WACC Cafeteria and Lobby. An advertising/informational campaign, including radio, print and Internet, is scheduled to run in conjunction with the rollout. Watch future issues of *Hotline* for more details. ●



A sign displaying the MassGeneral Hospital for Children logo (illustration at right) will be placed above existing signs in areas where care is provided to children.

Thoracic Aortic Center helps patients get the right care

When someone is diagnosed with an aneurysm of the thoracic aorta, the main blood vessel coming out of the heart, the next step is often a referral to a specialist. But treatment of aortic problems is complex, and referring physicians and their patients may not know whether to see a cardiologist, cardiac surgeon or vascular surgeon.

Determining the best action plan has become easier with the launch of the MGH Thoracic Aortic Center. The center can arrange for evaluation, treatment and long-term care.

Opened in August, the center brings together nearly 20 physicians from Cardiology, Cardiac Surgery, Vascular Surgery and Vascular Radiology. After a patient or referring physician makes the initial contact, center clinicians determine whether the patient needs medical therapy, aortic surgery or other treatments. All appointments and testing are coordinated through the center and, when possible, scheduled for the same day.

"This certainly makes the referral process a lot easier," says Eric Isselbacher, MD, an MGH cardiologist and one of the center's directors. "You don't have to know which specialist to see first or which test to obtain. We'll determine what each patient needs and arrange it all. It's going to be very helpful for referring physicians, both at MGH and in the community, and especially helpful for patients with thoracic aortic disease."

Physicians also hope the center will improve necessary follow-up care. Patients treated for one aneurysm have a significant risk of developing another aneurysm in a different part of the aorta. Patients must therefore be monitored closely over time with CT scanning or magnetic resonance imaging because thoracic aortic aneurysms typically have no symptoms when they develop.

The center also will conduct clinical research to develop innovative, minimally invasive treatments such as stent-grafts, devices that are threaded through an artery in the groin and deployed within an aortic aneurysm.

In addition to Isselbacher, the center is led by Richard Cambria, MD, of Vascular Surgery; Alan Hilgenberg, MD, of Cardiothoracic Surgery; and John Kaufman, MD, of Vascular Radiology.

To contact the Thoracic Aortic Center, call 4-4747 or send e-mail to: *thoracic.aortic.center@mgh.harvard.edu*

November 19, 1999

Special Y2K Hotline Supplement

Y2K readiness: A message from James J. Mongan, MD, MGH president

James J. Mongan, MD

I am pleased to let you know that as of October 1999, the MGH is ready for the new millennium. With New Year's Eve just around the corner, the Y2K issue has been a focus of attention by management and Information Services (IS). Like other industries, hospitals rely heavily on computerized equipment and systems.

A great deal of work has been done since 1997 to ensure that the hospital's transition into the year 2000 goes smoothly. Under the leadership of John Glaser, chief information officer for Partners, and Jim Noga, chief information officer for the MGH and the Massachusetts General Physicians Organization, various committees have diligently looked at all aspects of the Y2K issue, addressed any potential problems and prepared contingency plans in the event there are difficulties with the date change.

These committees have worked with departments and individuals within the hospital, other Partners-affiliated institutions as well as with outside vendors and organizations to ensure our ability to continue business as usual during this significant New Year's Eve and New Year's Day.

With Boston's planned three-day celebration of First Night — and the associated crowds — the MGH will likely see even more activity than usual during this time. Many committees have been planning for this possible influx of patients as well.

All MGHers play a role, either directly or indirectly, in preparing for this significant event. I encourage all employees and staff members to check with their department heads to find out what their specific Y2K plans entail. With everyone's help, I am confident that the MGH is ready to meet the new millennium without disruption and continue providing the highest quality patient care.

Q & A with Jim Noga, chief information officer for the MGH and MGPO

As the hospital approaches the millennium, preparations are hitting their peak. Everyone in the MGH community plays a role in ensuring the hospital's readiness for Y2K. Jim Noga, chief information officer for the MGH and the MGPO, answers some frequently asked questions about the hospital's plans for dealing with Y2K, New Year's Day and beyond.

What do MGHers need to know about preparations for Y2K?
MGH employees as well as patients and visitors should know that the MGH is Y2K ready. We are ready in terms of our efforts in planning for the "event," meaning New Year's Eve, and we are ready in terms of the date change for our computer systems, biomedical engineering, patient care services and the hospital facility.

Jim Noga

Teams of information systems staff, biomedical engineers, operations professionals and administrative and patient care staff have completed a great deal of work to prepare for Y2K. We now are engaged in contingency planning, preparing for such potential events and issues as a loss of water supply, power failures or other emergencies. Our contingency plans will ensure our ability to continue to provide the best care possible for patients while ensuring the safety of visitors and staff.

We are well prepared as a hospital mainly because we have disaster and safety plans already in place to prepare for an event that is out of the ordinary. Given the 24-hour-a-day, seven-day-a-week nature of health care, preparedness for service continuity is built into the MGH system. Power, water and information systems backup capabilities are ongoing. Planning and preparations for Emergency Department overflows are in place. We are looking at Y2K planning as similar to preparing for a major blizzard or for a citywide event such as the 100th running of the Boston Marathon.

We also are preparing for the millennium celebration because First Night festivities will continue for three days, and 3 million people are expected to visit the city. The Emergency Department is anticipating a great deal of activity.

What work has been done in preparing the hospital for the new millennium?
There has been extensive work done throughout the hospital to ensure all computers are Y2K ready. Several Y2K committees have been working diligently to make sure the hospital is ready for the new millennium. We have focused on systems and equipment throughout the hospital — including medical equipment in patient care areas, IS-supported systems, security systems and facility systems.

We conducted an extensive inventory — including clinical and financial applications, network infrastructure and physical plant facilities such as elevators, heating and cooling systems and telephone systems — to verify what needed to be upgraded or replaced. More than 30,000 components were inventoried and assessed. Every piece of biomedical equipment that was surveyed received a sticker displaying whether it had been designated as Y2K ready.

(Continued on back)

What is the Y2K problem?

Some computer chips and computer programs will not be able to handle the change from the 1900s to 2000s. They were programmed to use only the last two digits of the year. So, 1957 would be 57 — 1999 would be 99, etc. Using that logic, both 1900 and 2000 are 00. Because these chips and programs were programmed with the understanding that the year always began with 19, they will assume that the date 00 is 1900, not 2000. Equipment that relies on knowing the exact date or computer programs that need to differentiate 1900 from 2000 will not be able to function properly when the year 2000 arrives, so they need to be updated before Jan. 1.

(Continued from front)

I've been impressed with how seriously people have been taking the Y2K planning process and the time they have invested into getting ready. It has been a good opportunity to bring departments together — not only making sure individual plans are in place, but also making sure everyone is aware of and coordinating with other Y2K plans throughout the hospital.

Y2K planning is somewhat easier at a hospital like the MGH than at other organizations and companies because hospitals have disaster plans in place. Part of our responsibility as a health care institution involves reviewing our processes and plans for emergencies. Mainly what we have been doing is reinforcing, enhancing and expanding plans that are already in place. We have had numerous paper exercises and various "what if?" scenarios to help us prepare for any problems. It has been rewarding to see people come together for the benefit of the entire institution.

Even though the MGH is ready, what about these outside organizations that may have an impact on the way the hospital functions?

Our planning has included more than just the MGH's readiness. We are working with vendors of all medical supplies, clinical materials, pharmaceuticals and utilities as well as financial institutions to ensure the Y2K readiness of all of their equipment and services. Vendors who supply critical components of patient care — from syringes to electric power — were inventoried, as were affiliated businesses to make sure they are Y2K ready.

We also have worked closely with Bell Atlantic, Boston Edison, Boston Gas, MWRA, police and fire departments and ambulance services to monitor their Y2K compliance. We are represented on the Conference on Boston Teaching Hospitals' Disaster Committee, which has been dedicated to this issue and other disaster planning for years.

If outside organizations or vendors experience problems, we have contingency plans in place to provide for a rapid response and to ensure the uninterrupted delivery of care.

What is the IS Department's role on New Year's Eve?

We will have an IS center set up in the Bulfinch Building and at CNY, and IS staff will be on duty 24 hours a day from Dec. 27 to Jan. 4, not only to prepare for midnight on New Year's Eve but beyond Jan. 1.

For IS staff, Y2K is not over on New Year's Day. In the new year, we will be looking more closely at the business and financial functions to make sure everything is working correctly. As the year progresses, less critical systems may show problems. We will continue to evaluate these problems and answer questions.

Is there specific information that employees should be aware of in planning for Y2K?

During the next month, we will provide information and resources to prepare for the actual entry into the new millennium. We are putting together a checklist of things to keep in mind on New Year's Eve, such as wearing ID badges for security reasons, taking public transportation instead of driving and parking, and taking precautions in opening certain types of e-mail that might be designed to cause computer malfunction when the calendar turns Jan. 1. MGHers should check with their department heads and familiarize themselves with departmental Y2K plans. They should also check to see if there are any specific roles they should play to make sure their departments are ready for the new year. ●

Y2K resources for MGHers

Below is a list of the contact names and numbers of department representatives who have been meeting as part of the Y2K committees. For more information about department-specific Y2K plans, call the representatives listed below.

Department	Contact	Phone
MGH/MGPO Y2K Coordinator	James Noga	6-7709
Emergency	Maryfran Hughes	4-4127
	Ellen English	6-3397
Facilities	Greg Doyle	6-2411
	John DiMeglio	4-4112
Transportation	Lisa Scannell	4-2175
Utilities	Anand Seth	6-2424
	Mike Kelly	4-3765
Communications	Shawn Donahue	6-3344
	Daryll Clark	4-5300
Security	Bonnie Michelman	6-7979
Biomedical Engineering	Jeff Cooper	6-1636
Information Systems	Bob Pappagianopoulous	6-5450
Materials Management	Joe Arruda	4-0515
	Dennis Orthman	6-9590
Safety	Ken Weinberg	6-2425
	Bob Burgess	6-2425
Research	Jon Martinson	6-5658

MassGeneral Hospital for Children hosts annual memorial service for pediatric patients

Bill Kneeland, RN, of the MGH Pediatric Nursing Service Office; Louise Sethman, RN, of the PICU; Sandra Pugsley, RN, of the Pediatric Nursing Service Office; and Kathie Pecola, RN, MSN, CPON, of the Pediatric Nursing Service Office; in front of the memorial quilt crafted by Linda Kimball, RN.

Families of MGH pediatric patients who have died gathered for the eighth annual Pediatric Memorial Service Nov. 7. Families were joined by MGH staff members at the special ceremony sponsored by the MGH Pediatric, Neonatal, Obstetric Bereavement Program.

According to Fredda Zuckerman, LICSW, MSW, of MGH Social Services and coordinator of the service, the annual event is meant to provide comfort and support to those who have experienced the loss of a child. "Whether it is a loss of a teenager or an infant, the grief may be different, but the families have to deal with a loss of dreams, hopes, plans and expectations," she says. "This year's ceremony was truly beautiful and well attended."

In addition to poetry readings by family members, the service included a slide presentation of children and adolescents and remarks from Alan Ezekowitz, MBChB, DPhil, chief of MassGeneral Hospital for Children; Bonnie Glass, RN, associate chief nurse for Patient Care Services; and Howard J. Weinstein, MD, chief of MGH Pediatric Hematology/Oncology.

During a naming ceremony, parents received a carnation and read aloud the names of their children. The participants also enjoyed music performed by the North Shore Gospel Choir, the St. Florence Choir and the Wakefield Repertory Theater.

Family members then pinned heart-shaped fabric decorated with their children's names to a memorial quilt that will be made by Louise Sethman, RN, of the PICU. A quilt made from balloon-shaped fabric from last year's ceremony and sewn by Linda Kimball, RN, of Ellison 18, was also on display.

Following the service, families and staff participated in a bubble-blowing ceremony led by Chaplain Ana Ruth Higbee-Barrola, in honor of their young loved ones. A reception was held in the Wellman Conference Room with catering services donated by Nonie and Friends and sponsored by the volunteer group Angels Above.

The Vincent Club Fall Medical Symposium

Nearly 100 supporters and friends attended the Vincent Club Fall Medical Symposium, held Nov. 8 in the O'Keeffe Auditorium. This year's speakers included *(from left)* Maria Mascola, MD, MPH, of the MGH Vincent Obstetrics Service, who spoke about weight relationship to pregnancy; Edwin H. Cassem, MD, chief of Psychiatry, who spoke about end-of-life concerns for the patient and caregiver; and Arlan F. Fuller, MD, chief of the Vincent Gynecologic Oncology Division, who spoke about ovarian cancer. This annual event is co-sponsored by The Vincent Hospital Board of Managers and The Vincent Club.

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WHAT'S HAPPENING

MGH Cancer Center HOPES seminars
The MGH Cancer Center HOPES (Helping Out Patients/Families through Education and Support) program will present educational seminars for patients, families and MGHers. "What Should I Eat When I Don't Feel Like Eating?" Nov. 22, noon to 1 pm, will be facilitated by Jill Oravitz, RD, of MGH Nutrition. There will be three seminars Nov. 23, "Parenting in Challenging Times: Drop-In Support Group for Parents,"11 am to noon, facilitated by Paula Rauch, MD, of MGH Psychiatry; "Spirituality: Faith, Why Me?: Reasons to Hope," noon to 1 pm, facilitated by Michael McElhinny, of the MGH Chaplaincy; and "Look Good, Feel Better: Skin Care Program for Women in Treatment," 5 to 7 pm, Cox 8 Conference Room. Pre-registration is required for this seminar. "Caring for Yourself while Caring for a Loved One with Cancer," Nov. 29, 1 to 2 pm, will be facilitated by Eileen Joyce, MSW, LICSW, of MGH Psychiatry. All seminars are held in the Cancer Resource Room on Cox 1, unless otherwise designated. For more information, call 4-1822.

Baby, look at you now!
Baby pictures of MGH staff will be on display in a collage at the MassGeneral Hospital for Children kick-off event Jan. 13. MGH staff from all departments are encouraged to submit their baby pictures — to be used for display only. Drop-off boxes will be placed in the White and ACC Information Desks, ACC 715, Ellison 17 and 18 and the NICU and PICU, Nov. 30 through Dec. 10. Pictures should include name of employee, department, phone number and internal mailing address.

Gift shop payroll deductions
The MGH General Store and Flower Shop is now offering payroll deduction for all MGH and Partners employees. Employees may sign up in the store to have their purchases deducted directly from paychecks. Weekly paid employees may have up to $100 deducted from their check, monthly employees up to $400. Employees must present an ID badge at sign up and whenever payroll deduction is selected as their method of payment.

Gift shop preferred customers
The General Store is enrolling employees for the Preferred Customer program. For a one-time fee of $10, customers receive a preferred customer card, which entitles them to a 10 percent discount on all gift shop purchases, excluding stamps and services.

Inflammatory bowel disease symposium
The Center for the Study of Inflammatory Bowel Disease at the MGH will present the ninth annual symposium, Dec. 9, 7:30 am to 12:30 pm. In addition, the center's annual workshop, "Paradigms of Microbial-Mucosal Interaction: Physiology and Pathophysiology," will be offered Dec. 10 and 11. All events will take place at CNY, Building 149, in the Research Affairs Conference Room, first floor west. To register or for more information, call 6-3766.

Coding scholarship program

More than 45,000 new coding specialists will be needed in the United States by the year 2005. To help meet this need, MGH Human Resources, MGH and Partners Health Information Services (HIS) and Partners Corporate Training will sponsor full scholarships for the Northeastern Medical/Clinical Coding Certificate Program.

The program, funded by the US Department of Labor, will enable 15 employees at MGH, BWH and Partners to advance to more skilled positions.

"This is a great chance for hospital employees to advance their careers. Those completing the program can earn up to 30 credits toward a college degree," says Jeff Davis, senior vice president for Human Resources. Whether new to coding training, or already enrolled in courses, employees can apply for scholarships to complete at Northeastern.

Karen Grant, corporate director of HIS for Partners, adds that "Partners and MGH/HIS are excited to have helped create this opportunity. The scholarships support Partners' goals of quality patient care supported by quality information services."

Applications are available from Partners Corporate Training, 185 Charles River Plaza, second floor, and are due Dec. 10. Selections will be announced by Jan. 31. For more information, send e-mail to Kenya Gilmore at *kgilmore@partners.org* or call Partners Corporate Training at 6-2230.

MASSACHUSETTS
GENERAL HOSPITAL

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by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

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November 29, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Y2K — The Emergency Department is ready

To make sure the MGH is ready for almost anything that the millennium may bring, the MGH Emergency Department (ED) has been planning for the past year and a half with the MGH Y2K and Disaster Planning Committees, as well as the Conference of Boston Teaching Hospitals (COBTH) Disaster Committee.

> **"The ED has to be ready for disaster on any day of the year, but Y2K makes the risks a little higher."**
> **— Maryfran Hughes, RN,**

"The ED has to be ready for disaster on any day of the year, but Y2K makes the risks a little higher," says Maryfran Hughes, RN, nurse manager of the ED and chair of the COBTH Disaster Committee. "There will be an expected 3 million to 4 million people in the city for New Year's Eve, and we need to prepare for both internal and external disasters, including utility failure and accidents, as well as volume overload associated with the crowds."

The ED will add an extra 30 to 40 percent to the regular number of staff — including doctors, nurses and administrative staff — for duty Dec. 31 and Jan. 1. Because the ED anticipates a higher volume of patients, a temporary second waiting room will be opened for visitors of ED patients.

Availability of radio communication is assured in the event of telephone failure. Should the power fail, the hospital has generators that will supply power for up to 72 hours, and the Y2K planning committee is making sure that appropriate equipment, such as cardiac monitors and life-support machinery, is plugged into the generators.

"In some ways, it's business as usual," says Hughes. "But because there are some extra concerns that night, we are making sure that all the proper precautions are taken." ●

On the brink of BBA relief

Last week, Congress moved closer to passage of a Balanced Budget Act (BBA) relief package that could provide up to $17 billion worth of relief nationally. Approximately $8.75 billion of the total relief package will go to hospitals. The Senate approved the relief package Nov. 19, and it now heads to President Clinton for his signature.

To balance the federal budget, Congress in 1997 reduced Medicare spending by $115 billion over five years. The goal was to save money by cutting what Medicare pays providers to take care of patients in hospitals and subacute settings. Since the BBA passed, hospitals and health systems across the country have had to make drastic cuts in services for all patients, not just those on Medicare.

For the MGH, the relief package provides at least $2.9 million in restored indirect medical education funding for this fiscal year (FY00) and at least another $4 million in FY01. The relief package eliminates the BBA-mandated 5.7 percent cut in Medicare payments to reimburse outpatient services, limits hospital losses during a transition period and allows higher reimbursement for certain medical devices and drugs.

Thanks to the MGH Catheterization Unit

Below is a thank you letter from an MGH patient's wife about the care her husband received in the Catheterization Unit.

Dear Dr. Mongan:

Recently my husband was a patient at the Massachusetts General Hospital in the Catheterization Unit of the Ellison Building on the 11th floor.

We recently moved from New York to Massachusetts where we continued my husband's care for his heart problems.

Ostensibly, New York has some of the finest doctors and hospitals in the country. In my assessment, they could not "hold a candle" to the care we received from the professional staff in your facility. No stone was left unturned.

Dr. Igor Palacios, his attending physician, is absolutely the best. He assessed my husband's condition and conferred with other doctors as to the best course to take to help alleviate his heart problems. He explained all the details we needed to know regarding the angioplasty he was performing and the stents he was installing with patience and understanding and treated us with the utmost dignity. As I expressed to Dr. Palacios — in New York, doctors think they are God; here they are human beings.

In addition, Laurel Tenney, his daytime nurse, could not have been more professional and caring. She treated my husband almost as if he had been family. No task was too great for her to carry out. In fact, after encountering some difficulty after the second procedure, they placed him in the Critical Coronary Care Unit to monitor his vital signs. On her way home after her shift had ended, she came down to the 8th floor to check on his condition. Such dedication is rare indeed. Not too many people take the time to demonstrate such genuine care and understanding. She is truly a Florence Nightingale.

I could go on and on about the caliber of your facility, the doctors, nurses and other professional staff, but I think by now you must know how grateful and thankful my family is that my husband was fortunate in being a patient at the Massachusetts General Hospital, with the most capable, caring and dedicated staff I have ever encountered.

Plaudits to you for running such an exemplary hospital and for recruiting the best doctors and other professional staff anywhere in the country, or to be even more presumptuous, in the world.

Sincerely,

Elaine Goldmintz

MGH/Timilty Partnership e

MGH Revere CARES receives White House endorsement

Revere CARES, a community coalition to fight substance abuse that is supported by the MGH Community Benefit Program and the MGH Revere HealthCare Center, recently received a grant from the White House Office of National Drug Control Policy and the U.S. Department of Justice under the Drug Free Communities Program. Revere was one of only three communities in the commonwealth to receive this endorsement. ●

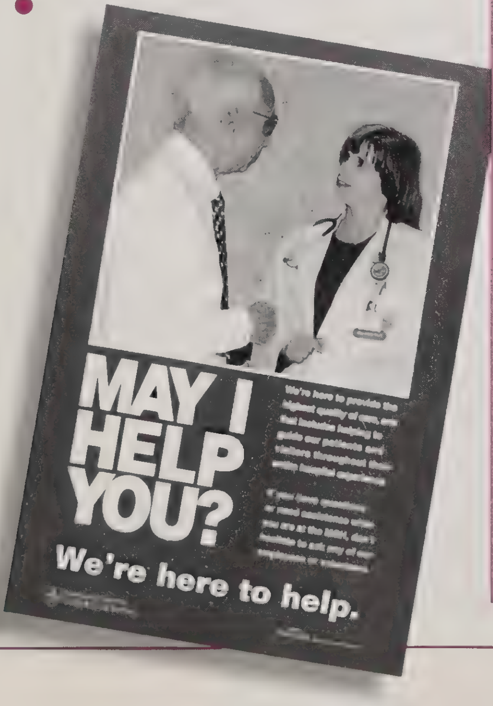
From left, Roger Pasinski, MD, medical director of MGH Revere, introduced Congressman Edward Markey and Revere Mayor Robert Haas Jr. at the celebration and awards ceremony Nov. 15

ys an evening with the stars

Sixth-grader Wendell Sullivan uses a planisphere to explore how stars change position in the sky. Sullivan was among the 350 students, family, faculty and MGH mentors who participated in the annual Science Family Activity Night Nov. 16 at the James P. Timilty Middle School in Boston. The evening featured a rooftop observation deck, an in-school planetarium and a showing of the popular movie "Apollo 13." Science Family Activity Night is a collaboration between the Timilty School and the MGH/Timilty Partnership with support of a grant from the Howard Hughes Medical Institute. ●

"May I Help You?" posters greet patients and visitors

:ers will be put on display throughout the hospital's ground floor and at the MGH's four health centers to encourage patients and visitors to ask employees for help when they come to the MGH. The posters are a part of the "May I Help You?" program that began last year as a collaboration between the MGH's Customer Service and Volunteer departments. The program is meant to encourage patients and visitors to ask for help, and thus avoid some of the unnecessary frustrations that sometimes accompany visiting a large institution. For more information about the "May I Help You?" program, call 4-MAYI (6294). ●


MAY I HELP YOU?
We're here to help.

MGH clubs reap rewards for donating blood

From left, Charles Cambria of the MGH Bowling Club accepts a first-place check from Joyce Foley of the MGH Blood Donor Center and Sam Roberts of the MGH Missing Links Cycling Club receives a second-place check from Rich Carson.

The MGH Bowling Club emerged victorious in a healthy competition over the summer to see which MGH club could give the most blood donations to the MGH Blood Donor Center. The Bowling Club and the Missing Links Cycling Club went head to head after both teams won the first round of the competition in May. To reward their generous donations and their competitive spirit, both clubs received funding support for club activities.

The club competition was a part of the hospitalwide employee blood drive to help the MGH Blood Donor Center maintain a safe and adequate blood supply and minimize the purchase of blood from outside agencies.

According to Rich Carson, administrative manager of the MGH Blood Donor Center, the additional donations from the MGH clubs helped boost the hospital's blood supply over the summer. "We appreciate the extra effort the club members made to donate blood during the summer months when the blood supply is traditionally low," he says. "We hope to see even more donations from employees as we now enter the holiday season, when donations are expected to decline again."

Located on the first floor of the Gray/Jackson Building, the center is open Monday through Friday, 8:30 am to 4:30 pm. For more information or to schedule an appointment, call 6-8177.

WHAT'S HAPPENING

MGH General Store employee appreciation

The MGH General Store and Flower Shop will hold "employee appreciation" holiday sales, Dec. 11, 6 to 10 pm; Dec. 14, 10 pm to 12:30 am; and Dec. 16, 8:30 am to 7:30 pm and 10 pm to 12:30 am. Employees will receive a 20 percent discount on all purchases. Preferred customers will receive a 30 percent discount.

MGPO quarterly meeting

All Massachusetts General Physicians Organization (MGPO) physicians and employees are invited to the MGPO quarterly meeting and fifth anniversary celebration, Dec. 8, 5 to 7 pm in the O'Keeffe Auditorium. Peter Slavin, MD, CEO of the MGPO, will present, "Lessons Learned from St. Louis." A cocktail reception will be held following the presentation.

Women's health grand rounds

Valerie Stone, MD, MPH, of Brown University School of Medicine and director of the Hope Center for HIV Care at Memorial Hospital of Rhode Island, will present "HIV/AIDS in Women of Color," Dec. 1, 5:30 pm, in the O'Keeffe Auditorium. This presentation is co-sponsored by Harvard Medical School's Center of Excellence in Women's Health, the MGH, BWH, Beth Israel Deaconess Medical Center and Harvard Medical School.

Services of remembrance and healing

Services of remembrance and healing for those affected by domestic violence will be held Dec. 1, 4:45 to 5:30 pm, followed by coffee and refreshments, and Dec. 3, 12:15 to 12:45 pm, followed by lunch. Services will be held in the MGH Chapel on Ellison 1. This service is sponsored by the Chaplaincy, the Employee Assistance Program, HAVEN at MGH, Police and Security and the Domestic Violence Working Group. For more information, call 4-0054.

MGH/PHS employee electronic bulletin board

MGH and Partners employees can post items for sale or rent or services available on a new electronic bulletin board. Postings should be submitted to Amy Vacchina, Employee Activities coordinator, by sending e-mail to *AVacchina@partners.org.* Human Resources will review postings and reserves the right to decline or revise submissions. To access the folder for viewing of postings, open the following folders in Outlook: Public Folders, All Public Folders, Partners, Corporate Departments, Human Resources and Bulletin Board. For more information, call 4-7835.

MGH Aerobics Program

The MGH Aerobics Program offers employees an opportunity to burn excess stress and calories. Certified instructors lead the workouts, which include aerobics, muscle toning and cool-down stretching. Classes, which run for approximately an hour, take place Monday through Friday at noon, and Monday through Thursday at 5:15 pm. Lockers and showers are available. Registration is not required and each class costs $4. Schedules with class descriptions are available in the aerobics room at Ruth Sleeper Hall or in the Office of Employee Health on Clinics 3.

Clinical research coordinator seminar series

The Clinical Research Program will host an open forum for research nurses and coordinators, Dec. 8, noon to 1 pm in the Wellman Conference Room. Discussion will focus on the clinical research coordinator surveys that were distributed this year, the ACRP prep course (which will be offered at the MGH in February), the ACRP certification, and a CRC Orientation Program. There will be several copies of the "Clinical Research Coordinator Handbook" available. Lunch will be provided. To register, call 6-1669.

Deadline extended for United Way campaign

Because of the Thanksgiving holiday, the deadline for contributions to the United Way campaign has been extended to Dec. 3. Employee pledge cards may be mailed to Kathy Conners of Radiology, ACC 219C, or deposited into drop-off boxes located at information desks in the Main Lobby, WACC Lobby and CNY Building 149, Payroll in Clinics 1 and at each of the MGH health centers. For more information, call 6-1667.

Memorial services

A memorial service will be held Dec.1 at 1 pm in the MGH Chapel for Nancy Seaborn, a former MGH Health Information Services coder, who died Oct. 4. A memorial service also will be held Dec. 2 at 2 pm in the MGH Chapel for Partners employee Billy Aylward who died Oct. 26.

MASSACHUSETTS GENERAL HOSPITAL

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Submit news tips and story ideas to
Victoria Brady, editor, at 4-6433; or
Beth Baratz, assistant editor, at 4-5627;

by fax to 6-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

www.mgh.harvard.edu/pubaffairs

Partners in Excellence awards ceremonies

MGHers are invited to join James J. Mongan, MD, MGH president, Samuel O. Thier, MD, president and CEO of Partners, and Jeff Davis, MGH senior vice president for Human Resources, in congratulating individual and team recipients of the Partners in Excellence Awards, Dec. 8, 4 pm in the WACC Lobby. The MGH health centers and affiliates will hold similar ceremonies at the following times: MGH Revere, Dec. 15 at noon; MGH Chelsea, Jan. 7 at 12:30 pm; MGH Charlestown, Dec. 16 at noon; Boston Evening Medical Center, Jan. 6 at noon; and Institute of Health Professions, Dec. 14 at 2 pm.

December 3, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGHers make beautiful music together

Lisa Wong, MD, of MassGeneral Hospital for Children, is accustomed to working with a group of professionals who are focused, dedicated and determined to work together to get the right results. Not only is this true of her professional life in the MGH Milton Pediatrics practice, but it is also true in her personal life as a violinist for the Longwood Symphony Orchestra (LSO).

Known as the "Orchestra of Boston's Medical Community," the LSO is composed primarily of physicians, staff and students representing 18 Boston-area hospitals and three medical schools. The LSO was started in 1982 by a group of Harvard medical students who wanted to continue their musical interests while pursuing their medical careers.

Wong, who also is president of the LSO, has been performing with the group for 13 years along with five other MGHers: Ed Chen, MD, of MGH Anesthesia, who plays percussion; Mark Gebhardt, MD, of MGH Orthopædics, who plays the clarinet; Paul Nghiem, MD, of MGH Dermatology, who plays the violin; Susan Pauker, MD, director of the Genetics Clinic at the MGH, who plays the violin; and Lauren Peters of MGH Research, who plays the flute.

"We have a lot of fun practicing and performing together," says Wong. "It is similar to working with a very good medical team. Each member puts their ego aside to make everything work. Everyone here is very dedicated to the music. And inspired by our performances benefiting worthy causes, the musicians play their hearts out."

The LSO performs four concerts a year — all of which benefit local charity organizations. The winter concert, Dec. 4, 8 pm, at New England Conservatory's Jordan Hall, benefits the ALS Therapy Development Foundation, which helps support the research of Robert Brown, MD, an ALS researcher for the MGH Neuromuscular Research Lab.

For tickets and information about future LSO concerts, call 332-7011 or visit the LSO website at *www.longwoodsymphony.org.*

Wong rehearses for an upcoming concert.

ADVANCES

MGH researchers identify gene malfunction in type 1 diabetes

An MGH research study has identified a gene malfunction that appears to be central to the development of type 1 diabetes.

The study in a mouse model of type 1 diabetes found that a gene required to help teach the immune system to recognize so-called "self" proteins is somehow inactivated, even though its sequence is not mutated. The scientists also found that the inactivation of this gene called *Lmp2* has a profound impact on another key protein called nuclear factor kappa-B (NF-κB), a major controller of several immune system activities. Finding ways to correct or circumvent the malfunction identified in this study may lead to ways of preventing or stopping the autoimmune reaction at the heart of type 1 diabetes.

"This is a true genetic abnormality we can associate with type 1 diabetes," says Denise Faustman, MD, PhD, of the MGH Diabetes Unit, who led the study appearing in the December issue of *Molecular and Cellular Biology.* "While *Lmp2* is located in a portion of the genome that had been linked to the disease, it hadn't been considered a candidate because its sequence is normal. But studying the gene's function has shown us a previously unsuspected problem: In the immune system cells we looked at, the *Lmp2* protein virtually disappears by the time these mice reach a certain age, therefore most likely initiating their diabetes."

Faustman and her postdoctoral fellow Takuma Hayashi, PhD, also found that lack of the *Lmp2* protein impairs the activity of a second protein called NF-κB. "Finding the connection with NF-κB was unexpected and quite exciting," Faustman says. "It is one of the most important proteins we know about for controlling major immune system activities, but no one suspected it could be involved in diabetes or other autoimmune diseases. These findings are bringing seemingly unrelated areas of basic research together to address one of the most significant human diseases."

POE system marks first anniversary, helps improve patient care

From left, Cindy Lai, MD, of the Department of Medicine, Chris Schifiliti, RN, and Steve Cummings from Information Systems, Christine Dodson (seated) from Blake 7 and Kerry McCarthy, RN, from White 8. Lai, Dodson and McCarthy received gift certificates for being the first users to log onto the POE system on the anniversary date.

Oct. 27 marked the first anniversary of the MGH implementation of a computer program called Provider Order Entry (POE), which has helped MGHers provide potentially more efficient and safer care to patients. The MGH is one of a handful of hospitals in the country that is using a provider order entry computer program to improve the clarity and consistency of patient orders, decrease medication errors and assist in clinical decision-making. The system currently is used on all inpatient medical units, and plans are under way to introduce the program to the surgical areas next year.

Clinicians use the system to enter any orders that previously would have been recorded on the "doctor's order sheet" in the patient record. Other members of the health care team — including nursing staff, pharmacists, therapists and operations associates — use the system to view and transcribe orders, as well as check patient conditions. Over the past year, more than 1 million orders have been entered into the system — approximately 4,500 per day.

Among its other features, the system provides a range of interactive prompts that alert a clinician to potential allergic reactions or duplicate orders and may recommend substitute medications.

"The real value of this system is that the clinician is the one prompted when there is a potential problem, which allows him or her to address the situation immediately," says Chris Schifiliti, RN, corporate manager for MGH Clinical Systems Management.

The system dramatically increases access to a patient's chart, because orders do not have to be written on the unit where the patient is located. Patient confidentiality is protected by individual log-in codes used by hospital staff who have convenient access to computer terminals throughout the hospital.

According to Cindy Spurr, RN, corporate director for Partners Clinical Systems Management, the implementation of the system in the Department of Medicine has been successful, with some expected bumps along the way. "The implementation of the program highlighted some issues that needed to be worked out, but we have had a great deal of support from all of the users, as well as the clinical vice presidents, the chiefs of service and the POE steering committee," she says.

That committee — chaired by George Baker, MD, of Bulfinch Medical Group and comprises physicians, nurses, administrative staff, pharmacists and members of the Information Systems POE team — meets weekly to make recommendations to improve the efficacy of the program and to prioritize the addition of new enhancements to the system. A separate committee comprised of representatives of the surgical staff is helping to plan for the POE implementation in the surgical units.

Spurr also credits the program's success to support from Patient Care Services staff who worked as POE support staff on the units during the first three months of the implementation. "We couldn't have done it without them," says Spurr. "They know their units better than we do, and once we had them trained on the program, they went back to their units to help implement the system. It was a winning situation for everyone"

Schifiliti adds, "We are thrilled to be using the same approach in the upcoming surgery implementation. Human Resources now is recruiting nurses to work in this role for the four months follow the implementation early this spring."For more information about the Provider Order Entry system, call Schifiliti at 4-9910. ●

United Way campaign nears end

Patrick Jordan, *left,* chair of this year's United Way campaign, and Kathleen Conners draw one of the winners of the United Way raffle. The 1999 MGH United Way campaign is coming to a close, with the last raffle drawing Dec. 3. Pledge cards will still be accepted until the end of the year and may be returned t departmental United Way representatives; mailed to Kathy Conners of Radiology, ACC 219C, or deposited into drop-off boxes located at information desks in the Main Lobby, WACC Lobby and CNY Building 149, Payroll in Clinics 1 and at each of the MGH health centers. For more information, call 6-1667.

PARTNERS™
HEALTHCARE SYSTEM

Partners HealthCare System will present the 1999 Partners in Excellence Awards to MGH employees in a special award ceremony Dec. 8, at 4 pm, in the WACC Lobby. A reception will follow.

More than 1,000 MGH employees, both individual and team recipients, will receive this honor for their outstanding contributions to Partners in FY'99. The MGH recipients — 154 individuals and 42 teams — are among more than 2,200 award recipients throughout the Partners network. The recipients were selected by a committee from a record number of submitted nominations.

According to Samuel O. Thier, MD, president and CEO of Partners, this year's highly competitive selection process is a testament to the high caliber of employees and staff throughout the Partners system. "We are very pleased to honor and thank those individuals who have contributed to the success of Partners," says Thier. "The recipients of this award — and all those who were nominated — are to be congratulated for their hard work and significant contributions to the success of Partners."

Congratulations to the following individuals and teams for their exemplary contributions to Partners:

Individual Winners

Keith Antonangeli
Danielle Anzalone
Marie Armentano
Bernard Aserkoff
Desiree Baptiste
Laura Barron
Joyce Barrows
Janette Benitez
Nathan A. Bohnke
Sharon Brothers
Ruth J. Bryan
Kerry Butts
Donna Callamaro
Janet Cameron
Anita Carew
Marie Casale
Carolyn Catinazzo
Denise Chandler
Robert D. Cho
Rosalia Chow
Susan Clifford
Martha K. Conant
Edward D. Cowal
Susan Cronin-Jenkins
Susan Cundari
Gianna D'Angelo
Willard M. Daggett
Barbara Davis
Constance DellaRusso
Harold Demonaco
Cheryl DeYoung
Toni Donarumo
Elizabeth C. Dooling
Debra Doroni
Gregory Doyle
Laurene Dynan
Sunny Dzik
Kent Eliason
Denise Epifania
Leanne Espindle
Anne Esposito
Lucille Ettelson
Cheryl Fargo
Scott Farren
Stephen Fasano
Anne Fiore
John Flessas
Theresa Flynn
Russell Foxall
Donna M. Furman
Cynthia Garcia
Diane M. Gay
Kathleen Gill-Body
Herman Ignacio Gomez
Irma Gomez
Pandora Gorman
Valerie Grande
Georgia Green
Diane Greer
Frances Grohman
Timothy Guiney
Juanita Haas
John W. Henson
Karen Hopcia
Mark Hulse
Laura Humphrey
William Hynes
Barbara Irby
Eric M. Isselbacher
Michelle Jacobo
Hilary Jaques
Marie Edouard Jean-Pierre
Christina Johnson
Verdieu Joseph
Rosemary Judge
Sucheta Kamath
Katherine Karlsgodt
Mary Louise Kelleher
Mary Kelly
Helen Kiddy
Joanne LaFrancesca
Sandra Laft
Robert Larocque
Mary Lawson
Cherylann Leavitt
Kent Lewandrowski
Pamela Lewis
Jamia Liu
Gregory Lof
Marianne Louis
Flora Luis
Nancy Lum
Jane Maher
Beverly Mahfuz
Thomas D. Mahoney
Carol Mahony
Constance Mancini
Anne Manning
Frederick Mansfield
Virginia Manzella
Lesley Maxwell
Lisa McDonough
Joseph McElroy
Jeannette McWilliams
Anna Meade
Anthony Meneades
Deborah Merowski
Shital Mistry
Gwendolyn E. Mitchell
Elizabeth Montgomery
Karen Murphy
Haridas Nair
Ruth Nally
Brenda Noble
Diane Nolan
Elaine O'Neill
Amy Olsen
Amy Orroth
Patricia Owens
Laura Pabon
Dale Parechanian
Georgia Peirce
Angela Perri
Charles Pu
Judith Sacco
Rosy Sarafoudi
Judy Scheer
Anne M. Sedlock
Hilary Siebens
Barbara Siftar
John M. Siliski
James Silvia
Nathaniel Sims
Frances Smith
Beth Soltzberg
Paul Sprague
Barbara Steele
Michael Stone
Philicia Thomas
Christopher Tiglianidis
Edward Todd
Debra Toran
Maria Tovar
Amy Vacchina
Cara Ventresca
Eduardo Ventura
David Verreault
Jane Vera Wardrobe
Deborah Washington
Carla Welsh
Caryn Wilson
Vivine Wilson
John Woolf
Winnie Xin

MGH Teams

Case Management Team
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Yolanda Alston
Magaret Arsenault
Rose Bannon
Marie Barron
Meg Buotte
Suzanne Burke
Pauline Buszkiewicz
Kevin Callans
Joanne Clausen
Betty Cline
Jackie Crowell
Nancy D'Antonio
Carol Daley
Merry Dance
Barbara Davis
Joanne Davis
Dawn Dennen
Peter Dowling
Laurene Dynan
Eileen Farrell
Susan Finn
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Maraget Gardner
Elise Gettings
Tara Golini
Ronald Greene
Christine Greenwood
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Eileen Hughes
Jill Jones
Rosanne Karp
Linda Kasparian
Adrian Lagares
Jacqueline Lally
Michelle Lerner
Doreen Leupold-Mitchell
Hilary Levinson
Susan Lozzi
Elizabeth Maclellen
Judy Massakowski
Barbara Maxey
Janice McCarthy
Mary McConville
Lisa McDonough
Barbara McLaughlin
Donna Melvin
Elizabeth Moore
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Bobbie Nemeskal
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Rosemary Nigro
Catherine Payen
Donna Peltier-Saxe
Wanda Pena
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Abbey Riley
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Kathy Walsh
Nancy White
Tiffany Williams
Joanne Wooldridge
Leona Yin

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Celia Burgos
Miodrag Damjanic
Fadumo Hirsi

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Arnold George
Mary E. Kinnealey
Robert Ribeiro
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Shelley Amira
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Sandra Lindsay Bringhurst
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Eileen DiMarino
Kathleen Erwin
Thomas Finn
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Doug Johnson
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Ann Manning
Virgina Manzella
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Lisa Morse
Ruth Nally
Catherine O'Hagan
Amy Packard
Greg Pauly
Dennis Ravi
Bernadette Ryan
Joan Sapir
Suzanne Schneider
Bill Simmons
Ella Smith
Bob Stark
Trish Stevens
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Vivek Chadaga
Kent Lewandrowski
Donna MacMillan
Leonard Tochka
Maryann Walsh

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Eric Beyer
Christine Fitts
Jane Holtz
Ronald Kleinman
Denise Lozowski
Judith Sacco

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Robert Seger

OR RN Orientation Team
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Jackie Beltre
Gwendolyn Ellis
Denise Hull
Melissa Salvucci
Debbie Wood
Caterina Zanetti

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Pamela Oborne

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Suzanne Sokal
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Christina Gulliver
Ellie Hackett
Carol Harmon-Mahoney
Honor Hawkins
Carolyn Hayes
John Hedderman
Carol Henderson
Sally Hooper
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Harvey Kirk
Karen MacDuffie
Arch MacInnes
Ann Martin
Richie McDonald
Brian McDonnell
Mary McDonough
Lisa McNeil
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Joan Murphy
Laura Mylott
Judith Newell
Dottie Noyes
Susan O'Connor
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Joan Quinlan
Patricia Rowell
Patricia Ryan
Lulu Sanchez

MGH Teams

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obert Sevigny
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Lisa Sohl
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Pam Thompson
Howard Truelove
Carmen Vega-Barachowit
Theresa Visconti
Deborah Washington
Nikki Wood
Pamela Wrigley
Ruth Wyman

Pharmacy Interactive Computer Education Team
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Barbara Irby
Theresa Visconti

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Paul Batista
Abram Bekker
Kathleen Grady

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Adbul Cader Asmal
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Micheal Bierer
Marie Demay
Harwood Egan
Mitchell Feldman
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John Goodson
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Gale Sherry Haydock
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Eleanor Hobbs
Cyrus Hopkins
Robert Hughes
Barry Kaye
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Victoria McEvoy
Richard Mizner
Stephen Nishiyama
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Laurence Ronan
William Schmitt
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Pamela Taylor
Catherine Tuttle

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Paul Chase
Christine Colbert
Robin Delaney
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Darcy Silva
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Guillermo Banchiere
Karlotta Fitch
Dennis Gurgul
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Jeffrey Bell
Thomas Botelho
Stephen Bradley
James Hickey
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Charles Perry

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Agnes Flaherty
Philip Allen
Lulu Almendres
Abdelkader Archiche
Marieta Bienaime
Robert Blair
Melvin Brathwaite
Beryl Briggs
Nadine Brooks
Khai Bui
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Francisca Cabrera
Norma Cadogan
Felix Carbonel
Trevor Chase
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Adeline Dello Russo
Maria Depina
Mirandola Dita
Bernadette Dunbar
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Fredrick Forde
Joao Garcia
Desmond Guytan
Shelia Hall
Melvin Hargrove
Dorothy Hicks
Robert Holt
Marilyn Jackson
Maria Joseph
Yin Lee
Anna Maria Leone
Shirley Lynch
Maria Martin
Margo McField
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Gerald McMahon
Marlene Moraldo
Josephine Mullins
Esther-Lee Nealon
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Arnel Reyes
Igor Reyes
Manuel Reyes
Marleny Reyes
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Rosa Rodriguez
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Pedro Santos
Giuseppina Scoppettuolo
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Willie Stallworth
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Charles Swanson
Amy Szeto
Hue Thai
Jesse Thompson
Ruben Toledo
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Neville Trotman
Triem Truong
Susan Valley
Irene Welston
Joan Wharton
Roland Wharton
Benson White
Marion Williams
Roxie Woodrum
Namg Yal

Surgical Pathology Report Team
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Adele Ardolino
Zoraida Battista
Shirley Capone
Carole Fleming
Deborah Goodman
Desslar Martin
Deborah Mills

Thyroid Foundation of America Team
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George Baldwin
Mrs. Henry Becton
Pat Bradley
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Judith Brodkin
Barbara Bush
Earl Chapman
David Cooper
F. Brooks Cowgill
Gilbert Daniels
Kenneth Fisher
Randell Gaz
Lora Hammer
Ted Hansberry
Jeannette Hargroves-Taylor
Mr. and Mrs. John Higgens
Kevin Laverly
Donald McWilliams
Linda Paresky
Joseph Pellegrino
H. Calvin Place
Claire Ricker
E. Chester Ridgeway
Douglas Ross
Mr. and Mrs. Robert Shamroth
Helen Claire Sievers
Ilia Stacy
Connie Trump

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Michael Greene
Octo Barnett
Michele Brawn
Elaine Bulman
Henry Chueh
Kevin Forbes
Mark Ford
Fredric Frigoletto
Nancy Gambino
Kenneth Glahn
Karen Grant
Margaret Moran
Hiyam Nadel
James Noga
Christine Schifiliti
Margaret Vaughn
Shirley Xia

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Mary Gomperts
David Bowden
Paul Breen
Marie Bullock
Mae Chaisson
Craig Danese
Dan Lewis
Pat McGowan
Brenda Morley
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Meghan Russell
Lisa Schulte
Glenn Siegmann
Janet Swanson

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Charles Champagne
Kelley Grassi
Brenda Hudd
Jennifer Kleeman
Singaran Lakshmanan
Patrice McGregor
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Diane Seger
Debra Thomas

Seminar creates advocates for pain management

When Kristin Beauparlant, RN, signed up for the "Pain Champion" seminar, she knew she was going to discuss pain management with her fellow nurses. She had no idea, however, that soon she would have a profound effect on a patient's care at the MGH.

"I came onto my shift the day after the seminar to find a cancer patient in constant pain," says Beauparlant, a gynecologic oncology nurse on Bigelow 7. "Her pain was being treated with a PCA — a button that patients can push whenever pain medication is needed — which wasn't working well for her. I decided to consult her doctor about trying a basal delivery of medication, which is a constant flow of medication delivered intravenously." Beauparlant says that within one hour of changing the patient's medication, she was comfortable and pain-free.

"It was amazing to see her go through such uick change, and she was so grateful too." Although basal delivery of medication is not for all patients, it happened to work well for this particular patient. Beauparlant attributes her actions to the confidence she gained from the Pain Champion seminar.

"The seminar gave us a great opportunity to discuss examples of cases in small groups, which was helpful in raising my awareness of the support available at the MGH. It also made me realize that we need to work more collaboratively with the doctors. As nurses, we have the most constant contact with the patients, therefore, we also are responsible for assessing their pain. By working as a team with the doctors, we can best keep patients pain-free," says Beauparlant.

The MGH Cares About Pain Relief initiative offered MGH nurses the Pain Champion seminar in October to help participants feel more empowered about their role in managing the pain of MGH patients. "We didn't focus too much on knowledge, because nurses at the MGH have a foundation of information about pain management," says Heather Young, RN, project manager of the MGH Cares About Pain Relief initiative. "Rather, we wanted the nurses who attended the seminar to discuss and analyze the barriers to effective pain management at the MGH. The seminar gave them a forum for sharing their ideas and helped them to become advocates for pain management for their individual floors.

Young and J. Andrew Billings, MD, director of the MGH Palliative Care Service and co-director of MGH Cares about Pain Relief, are proud to be pain relief champions.

"We're very pleased with the results of the seminar, and Kristin is proof that talking about pain management is half the battle," says Young. Tests administered to participants before and after the seminar showed improvement in every area of questioning. Young also feels that periodic follow-up with the attendees will be the best way to keep the information from the seminar fresh in the minds of every "pain champion."

The MGH Cares about Pain Relief initiative hopes to offer the seminar again in the spring of 2000 to MGH nurses and then to all clinicians in the fall. For more information about the MGH Cares About Pain initiative, call Young at 4-9193. ●

Preparing for Y2K at home

With New Year's Eve approaching, many MGHers may wonder how Y2K might effect their day-to-day routines. There are certain steps employees can take in their homes to ensure a smooth transition into the new year. The following recommendations, taken from the President's Council on Year 2000, can help MGHers ensure they are Y2K ready:

- **Local information -** Read Y2K notices provided by local government, banks, power and telephone companies and other key service providers. Adapt the recommendations in this checklist to the suggestions of local organizations and service providers.
- **Food, water and other supplies -** Prepare as though for a long holiday weekend by having at least a three-day supply of food and water (one gallon per person per day). Be sure to have adequate clothing, supplies, flashlights, batteries, a battery-powered radio and a first-aid kit. Make chases early while stores are stocked.
- **ash -** Withdrawing large amounts of cash is unnecessary and may invite theft. Financial institutions are well prepared for Y2K and there are multiple payment options, such as checks and credit cards, instead of cash.
- **Gasoline -** Keep automobile gas tanks above half full.
- **Important records -** Keep copies of important records, particularly bank and financial statements, medical records and prescription drug information. Develop a list of phone numbers for hospitals, police and fire departments and neighbors. Refill prescription medications if less than a five- to seven-day supply remains.
- **Consumer electronics -** Check with manufacturers to ensure the electronic equipment is Y2K ready, especially personal computers, monitored security systems and programmable thermostats.
- **Telephones and Internet -** Use telephones and Internet only as necessary on Jan. 1. "Testing" the systems or engaging in long conversations could jam the circuits and create delays.
- **Scams -** Beware of Y2K scams. Be skeptical if someone is selling a product or service they claim is "Y2K safe" or wishes to sell you "Y2K insurance." Never give out bank account, credit card or Social Security numbers, unless you initiated the call or contact.

For more information about MGH Y2K planning, visit the Partners Y2K website at *http://is.partners.org/y2k.* To see a more detailed version of the preceding tips, visit *www.y2k.gov* or call (888) USA - 4Y2K.

WHAT'S HAPPENING

MGPO quarterly meeting
All Massachusetts General Physicians Organization (MGPO) physicians and employees are invited to the MGPO quarterly meeting and fifth anniversary celebration, Dec. 8, 5 to 7 pm in the O'Keeffe Auditorium. Peter Slavin, MD, CEO of the MGPO, will present, "Lessons Learned from St. Louis." A cocktail reception will be held following the presentation.

Academic Council seminar
The Department of Medicine Academic Council at the MGH will present a faculty seminar, Dec. 8, 4 to 5:30 pm, in the Wellman Conference Room. The seminar is entitled "What and When to Publish" and will be moderated by Roy Soberman, MD, of the MGH Arthritis Unit. Panelists will include Dennis Brown, MD, of the MGH Renal Unit; Charles Hales, MD, of the MGH Pulmonary and Critical Care Unit; Robert Utiger, MD, deputy editor of the *New England Journal of Medicine*, and Kristin White, MD, PhD, of the MGH Cutaneous Biology Research Center. For more information, call 6-6990.

Registration for coding certificate courses
Registration for winter courses for the Medical/Clinical Coding Certificate Program at Northeastern University will be Dec. 6, 3:30 to 6 pm, in the Main Corridor. Anatomy and Physiology 1 and 2, ICD-9, CPT-4 and Pathophysiology will be offered. For more information, call Kenya Gilmore at 6-2230.

Employee holiday parties
James J. Mongan, MD, president of the MGH, invites all MGHers to attend the MGH holiday parties: Dec. 13, 2 to 4 pm in the WACC Lobby; Dec. 14, 1 to 2:30 pm at CNY, Building 149 Atrium; and Dec. 14, 10 pm to midnight in the Main Lobby.

Videoconference user training session
Monthly videoconference user training sessions will be offered beginning Dec. 3, 2 to 3 pm, in Partners Telemedicine, One Longfellow Place, suite 216. These free sessions are open to the Partners community and will be held the first Friday of every month. To register, call Courtney Trautman at 6-1652 or send e-mail to *ctrautman@partners.org*.

Holiday information tables
The Employee Assistance Program (EAP) will host holiday tables, Dec. 14, 11 am to 2 pm in the Atrium, at CNY, Building 149 and Dec. 16, 11 am to 2 pm, inside the entrance to the Eat Street Café. Information about how to manage stress, set realistic goals and take better care of oneself and family during the holiday season will be provided. For more information, call the EAP at 6-6976.

Chapel services
An additional Mass will be held in the MGH Chapel Dec. 8 at 11 am for the Feast of the Immaculate Conception. Regular Mass also will be held at 4 pm. In addition, the Episcopal Communion Services, which are usually held Wednesdays at 1 pm in the Chapel, will not be held in December. Services will resume in January. There will be an Episcopal service in the Chapel Dec. 25. The time for this service will be announced at a later date.

Holiday songfest
Patients, families, visitors and MGHers are invited to participate in the MGH holiday songfest, Dec. 14, noon to 1 pm in the Main Corridor.

IN GENERAL

George C. Johnson, an MGH operations associate, was awarded the Operation ABLE (Ability Based on Long Experience) Outstanding Mature Worker Award, Nov. 5 at the World Trade Center in Boston. Johnson completed ABLE's 22-week Computer and Office Skills training program before coming to work at the MGH. **Thomas S. Durant, MD**, assistant general director of the MGH, was also honored by Operation ABLE with the Eve and Ezra Merrill Award. The award is given in recognition of an outstanding record of achievement exemplifying the older worker.

David Rudnick, MD, of MGH Urology, is the 1999 Pfizer Scholars in Urology grant recipient for the MGH and Harvard Medical School. Rudnick was nominated by W. Scott McDougal, MD, chief of MGH Urology, to receive this $2,000 grant.

Catherine Bove, RN, of the MGH Neurogenetics Unit, was recently elected president of the International Society of Nurses in Genetics.

Happy Chanukah

MASSACHUSETTS
GENERAL HOSPITAL

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Submit news tips and story ideas to
Victoria Brady, editor, at 4-6433; or
Beth Baratz, assistant editor, at 4-5627;

by fax to 6-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

www.mgh.harvard.edu/pubaffairs

December 10, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

MGH research shows gene therapy may be able to reverse heart failure

An MGH-led research team has shown for the first time that gene therapy may be able to reverse heart failure. In their study appearing in the Dec. 7 issue of *Circulation,* the group based at the MGH Cardiovascular Research Center (CVRC) reports delivering additional copies of a gene called SERCA2a to muscle cells from failing human hearts. Cells that incorporated the gene and produced elevated levels of its protein began to function in a normal fashion, contracting more quickly and more powerfully.

Hajjar

In heart failure, the heart muscle is weakened and cannot pump effectively, allowing fluids to back up in the circulatory system and sometimes into the lungs. Improper handling of calcium within heart muscle cells has been linked to heart failure, and the SERCA2a protein acts like a pump, controlling the flow of calcium within the cell. Because it is believed that SERCA2a levels are reduced in heart failure, the researchers introduced extra copies of the SERCA2a gene into cells from failed human hearts. Within 24 hours of receiving the gene, which induced overproduction of the SERCA2a protein, the cells from failed hearts began beating and contracting at levels very similar to those seen in cells from normal hearts.

"This ability to modify the contraction of failing human cardiac cells represents an important step toward gene therapy for heart failure," says Roger Hajjar, MD, who led the study. "And by confirming the role the SERCA2a protein plays in heart failure, we now have a molecular target for other therapeutic approaches."

The study's MGH co-authors are Federica Del Monte, MD, PhD, first author; Ulrich Schmidt, MD, PhD; Takashi Matsui, MD, PhD; Zhao Bin Kang, MD; William Dec, MD; and Anthony Rosenzweig, MD.

JAMES J. MONGAN, MD,
cordially invites
MGH employees to attend

The MGH HOLIDAY PARTIES

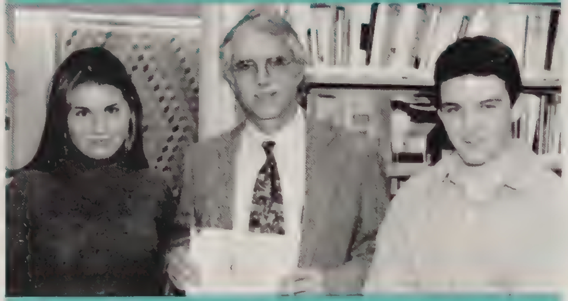
1 DECEMBER 13, 1999
2 PM TO 4 PM
WACC LOBBY

2 DECEMBER 14, 1999
1 PM TO 2:30 PM
CHARLESTOWN NAVY YARD
BUILDING 149 ATRIUM

3 DECEMBER 14, 1999
10 PM TO MIDNIGHT
CENTRAL LOBBY

Congratulations to all Partners in Excellence Award winners.

Books for young patients



From left: Tyler Karu, Howard Weinstein, MD and chief of the MassGeneral Hospital for Children's Hematology and Oncology Programs and Tim Karu.

Sibling literary team Tim and Tyler Karu have donated more than 300 copies of their new book "Henry and the White Wolf" to patients of MassGeneral Hospital for Children. Tim Karu, a high school student in Portland, Maine, wrote the story to help children who are hospitalized stay "strong and brave" through what sometimes can be a frightening experience. Tim recruited his sister, Tyler, also a high school student, to draw the illustrations.

The book is available in the MGH Cancer Resource Room located on Cox 1.

Police and Security planning for Y2K

New Year's Eve is just weeks away, and MGH Police and Security will be ready for whatever Y2K may bring. The Police and Security Department is in charge of securing the main campus and CNY during what might be a very unpredictable night in Boston.

"We will be monitoring access into and out of the hospital for everyone," says Bonnie Michelman, director of MGH Police and Security. "Access to the MGH will be limited to keep a calm environment. We will have lists of patients who are in the hospital on New Year's Eve and New Year's Day. Other than those individuals and their visitors, only employees wearing ID badges will be able to enter the hospital."

Michelman explains that the department wants to maintain a controlled environment in the event of an emergency, free of extraneous visitors and certainly free of alcohol.

Four million people are expected at First Night in Boston. Such a major celebration brings the possibility of increased traffic, vandalism, crime and Emergency Department patients — especially because the MGH is close to the First Night festivities. MGH police officers will patrol the main campus and CNY on bicycles, on foot and in police cruisers to ensure the security of all people, property and buildings. Parking also will be coordinated for all employees and visitors to maintain safety and access to the hospital.

Police and Security staff also will oversee the delivery of supplies and food and will help keep hospital equipment safe from sabotage, vandalism and graffiti. They will maintain contact with Mass Eye and Ear Infirmary, Boston Police and Fire departments, local homeless shelters and other hospitals during the night to share information and resources.

"Because we don't know exactly what will happen that night, we have to be ready for any unusual situations," says Michelman. "But we've planned for this for a long time, and we're prepared to ensure that the MGH will continue to be a safe place when the new year arrives." ●

Domestic violence victims remembered at the MGH

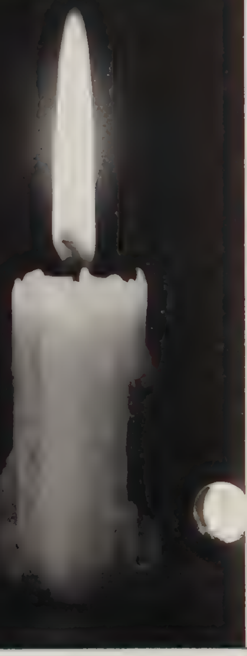
Silence fell over the crowd as the sound of a gong resonated 22 times in the MGH Chapel. The 22nd sounding represented the death of the 22nd domestic violence victim in the state this year, who had been murdered just hours before the service.

Employees and visitors of the MGH gathered in the MGH Chapel, Dec. 1 and 3, to honor and remember those whose lives have been shattered by domestic violence at the Services of Remembrance and Healing.

"I think of the chapel as a place of refuge, away from the busyness of the rest of the hospital, and I hope it will be for those gathered here today," said Rev. Mary Martha Thiel, of the MGH Chaplaincy. "We are here to celebrate survival, survivors and the resiliency of the human spirit."

The services featured poems, psalms, music and prayer. Several of those present prayed for friends and relatives who are currently being affected by domestic violence.

"It is really powerful to see how many MGH departments helped to put this service together," said Thiel. "The Chaplaincy is one of the many departments at the MGH that provide advocacy for those affected by domestic violence." The services were sponsored by the MGH Chaplaincy, the Employee Assistance Program, Human Resources, HAVEN and Police and Security.



MGH HOTLINE

Customer service at the MGH

Customer service can mean different things to different industries, but for a hospital like the MGH, it can be a complex process of not only serving our "customers" — the patients — but also serving visitors, family members, referring physicians and the hospital's clinical staff and employee base. The MGH Customer Service program recently was recognized for its excellence in serving a broad range of customers by the University Health System Consortium (UHC) in a nationwide customer service benchmarking project.

"The interesting aspect of customer service at the MGH is that it is a decentralized program that doesn't revolve around a bureaucracy," says Joan Sapir, vice president for Customer Service and Practice Support for the MGH and the Massachusetts General Physicians Organization (MGPO). "Customer service has been a part of what we have been doing for years. It is part of our culture at the MGH to look at what we do, evaluate the process and make changes to improve it if we need to."

The UHC evaluated 58 medical centers across the country and selected three programs for a follow-up site visit to make a closer analysis of best practices. "It truly is an honor for us that the customer service efforts at the MGH and the MGPO were selected to be highlighted," says Dan Ginsburg, president and chief operating officer for the MGPO.

According to Sapir, the organized approach to customer service began five years ago with the launch of Service MGH, a training program to help employees enhance their customer service skills to achieve better patient and visitor satisfaction.

Two years ago, the MGH/MGPO Customer Service Department was created. "Since then, program has expanded and our department helps address the service needs of patients, physicians, visitors and staff," says Sapir. "We are responsible for developing programs, improving processes and collaborating with other departments to improve the service experience of our customers." The current three-person department includes Sapir, Mary Cunningham, director of the Service Improvement Program, and Diane Hanscom, senior project manager.

The Customer Service Department has inaugurated various programs to enhance the way MGHers interact with customers. The "May I Help You" program was created last year to encourage staff to help patients and visitors avoid unnecessary frustrations that sometimes accompany visiting a large institution. More than 1,000 employees wear a "May I Help You?" tag on their ID badges to identify themselves as a resource for patients and visitors.

A forum called the Customer Service Roundtable was created for managers and staff to share ideas and best service practices. Presentations have included topics such as dealing with difficult people, developing rewards and recognition programs and improving service to the internal customer. "Pockets of excellence are located throughout the hospital," says Hanscom. "Our role is to shine a light on those best practices, give support to them and help others enhance their own customer service endeavors with those ideas that have proven successful."

The Service Improvement Program provides customized consultations to departments and practices throughout the hospital. The goal is not only to improve processes, but also to build a cohesive team that has the expertise to continue improvement efforts.

Women's Health Assoicates, the Adult Infusion Unit and Vincent Obstetrics and Gynecology have already tapped into the expertise of the Customer Service Department to create departmental service initiatives. "The common denominator behind the success of these practices is the leadership's strong commitment to service and the willingness of the clinical and support staff to work closely together as a team to improve service for the patients," says Cunningham.

For more information about customer service programs, call 4-8098. ●

Holiday shopping with Friends

From left, Katharine Clancy, Linda Kay and Mallory Plum, co-chairs the event.

More than 600 guests attended the Friends of the MGH Cancer Center's seventh annual FAO Schwarz Holiday Shopping Benefit Nov. 18. The benefit, held at the toy store's Back Bay location, raised more than $250,000 to help the Friends of the MGH Cancer Center provide comfort, support and education to cancer patients, their families and Cancer Center staff.

Partners in Excellence Awards

Jeanette Ives Erickson, RN, MS, *senior vice president for Patient Care Services and chief nurse "cuts a rug" with Henry Ram, Partners corporate director for Employment and Training, during the filming of the Partners in Excellence Awards video "Rock Around the Clock." The fourth annual awards ceremony was held Dec. 7 in the WACC Lobby. Next week's issue of Hotline will include coverage of the awards.*

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MGH**HOTLINE**

WHAT'S HAPPENING

Ramadan prayers
Founders 109 will be open for Muslim prayers during the month of Ramadan (Dec. 9 through Jan 8). A Muslim prayer room, or Masjid, will be constructed following the holy month in the same location.

Ecumenical Christmas service
An ecumenical Christmas service of lessons and carols will be held Dec. 22 at 12:15 pm in the MGH Chapel.

Holiday Songfest
Patients, families, visitors and MGHers are invited to participate in the MGH Holiday Songfest, Dec. 14, noon to 1 pm in the Main Corridor.

Holiday information tables
The Employee Assistance Program (EAP) will host holiday tables, Dec. 14, 11 am to 2 pm in the Atrium at CNY, Building 149, and Dec. 16, 11 am to 2 pm, inside the entrance to the Eat Street Café. Information about how to manage stress, set realistic goals and take better care of oneself and family during the holiday season will be provided. For more information, call the EAP at 6-6976.

Kenneth B. Schwartz Rounds
All MGH care providers are invited to attend the 33rd Kenneth B. Schwartz Rounds, Dec. 17, noon to 1 pm in the Walcott Conference Room. Lunch will be provided. The rounds will feature a discussion about "Does the Internet help or hinder the connection between caregiver and patient?" CME credits are available for risk management. To register, call 4-6862.

New EKG lab requisition
All patient floors and outpatient practices that use the EKG requisition form 0010451 must begin using the new form Dec. 13. If departments do not have the new form in stock, orders can be placed with Standard Register. Please discard the outdated version of the form Dec. 12 to ensure that the new EKG requisition is the only form used. A limited supply of the new forms will be available in the EKG lab. For more information, call 6-2885.

MASSACHUSETTS GENERAL HOSPITAL

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by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

www.mgh.harvard.edu/pubaffairs

[illegible]

David Torchiana, MD, was appointed chief of MGH Cardiac Surgery this past spring. Torchiana, who had served as acting chief since August 1998, was appointed by Andrew Warshaw, MD, surgeon-in-chief.

Zaida Adams of MGH Chelsea, was honored with a Chelsea Human Services Collaborative Human Services Worker of the Year Award. The award is given to individuals and groups who contribute to the greater Chelsea community.

New parking policies

The MGH serves hundreds of patients in emergency and ambulatory situations every day. To prevent visitors and patients from added anxiety when coming to the MGH because of difficulty finding parking in the Fruit Street and Parkman Street garages, recent changes have been made to employee parking policies.

To have parking spaces open for patients and visitors, daytime parking is not available for employees. To enforce this policy, the Parking Office has obtained new software for its parking control system that will be put into effect Dec. 13. Employees who have pulled a ticket on the way into the garages and used their access cards to get out will no longer be able to exit the garages. This software will deactivate employee access cards for the front garages when they are used out of sequence. Employees in this situation will need to follow up with the Parking Office to have their privileges reinstated. Office hours are 7 am to 5 pm, Monday through Friday, and 11 am to 4 pm on Saturdays.

Any inappropriate use of MGH garage access cards may result in cancellation of privileges, collection of public parking rates for time spent and notices to department heads for disciplinary action.

December 17, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGHers recognized at Partners in Excellence Awards

Feelings of pride and honor overcame the crowd in the WACC lobby, as 154 individuals, 21 MGH teams and 11 Partners network teams with MGH representations — a total of more than 1,000 MGHers — were recognized Dec. 8 at the fourth annual Partners in Excellence Awards.

"The number of nominees reflects the number of people with extraordinary dedication to their work at the MGH," said James J. Mongan, MD, president of the MGH. "I'd like to thank all MGH employees for their hard work."

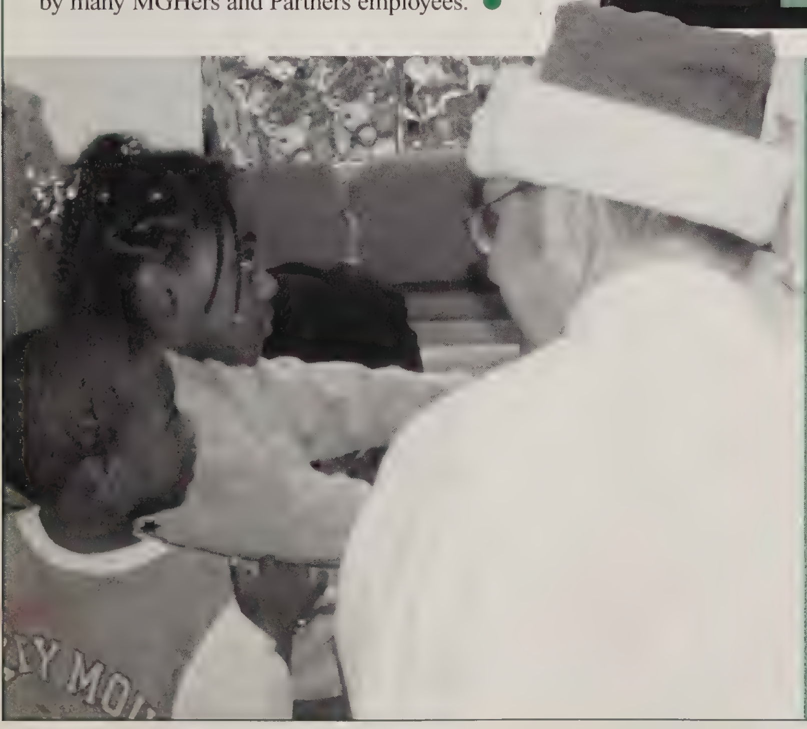
Samuel O. Thier, MD, president and CEO of Partners, congratulated each of the winners. He also noted that once again this year, *US News and World Report* ranked the MGH and BWH in the top 10 hospitals in the country and Spaulding and McLean among the best within their specialties. "I can't think of anything better than to be recognized for outstanding work by the people that we work with and work for," said Thier.

Bonnie Michelman, director of MGH Police, Security and Parking and a recipient of a 1998 Partners in Excellence Award, also spoke at the event. "We deserve to feel proud, and we should pat ourselves and each other on the back more often," she said.

At the ceremony, each individual recipient and team leader received a personal thank you and handshake from leadership as they accepted their pin and certificate of excellence.

The ceremony concluded with a video entitled "Rock Around the Clock," which highlighted many Partners institutions' 1999 achievements and showed how hard Partners employees work to keep these institutions running 24 hours a day, 7 days a week, 365 days per year. The highlight of the video was a choreographed dancing and lip-synching performance by many MGHers and Partners employees. ●

From left: *Partners in Excellence Award winners Celia Burgos, Miodrag Damjanic and Fadumo Hirsi, members of the MGH Chelsea Interpreter Team*



Bringing the North Pole to the MGH

Because Desiree Elie, 7, a patient at the MassGeneral Hospital for Children, and her brother T.J., 2, can't make it to the North Pole this year, the North Pole came to them. Children on Ellison 17 and 18 were able to talk with Santa Claus through a satellite hook-up and a computer. The MassGeneral Hospital for Children was one of four hospitals in the United States to be chosen to participate in this event.

Triple the holiday fun

The MGH hosted a special holiday party Dec. 12 for Triplets, Moms and More, a support group for parents of multiple births. More than 200 children — most of them triplets and quadruplets — attended with their parents and siblings. The event, which was held in the WACC Lobby, was sponsored by MassGeneral Hospital for Children and the MGH Vincent Obstetrics and Gynecology Service.

Left: The Grace family with 18-month-old triplets Micha, Samuel and Michael, visit with Santa and his elves.

Guidelines for MGHers working during Y2K weekend

Because of the unusual circumstances for this New Year's weekend — large crowds celebrating First Night and Y2K issues — a special set of guidelines have been prepared for employees who will be working Dec. 31 to Jan. 2. MGHers working this weekend are encouraged to review and save the guidelines below.

Hospital employee access

- Employees must wear their ID badges to enter the hospital and garages or to ride the shuttle.
- The Main Lobby, Emergency and Gray Lobby entrances will be the only hospital entrances open all weekend.
- Employees should ensure that they have proper access capabilities for areas they need to enter.
- Most areas will be on weekend/holiday access status unless the Security Department is notified by a department head in advance.
- For CNY 149 access, use the main doors only (East Wing).
- Employees may not bring family members or visitors to the premises from 8 pm Dec. 31 to 8 am Jan. 1 to maximize safety in the event of an emergency.
- No alcoholic beverages may be brought to or consumed at the hospital.

Communications

- Telephone use should be limited to calls that are related to work and emergencies only between 11:30 pm Dec. 31 and 12:30 am Jan. 1. Employees are asked not to pick up telephones to check for a dial tone during this period.
- A special help desk phone line has been established at 4-8888 to handle MGH Y2K issues. This number will be in service Dec. 31 to Jan. 3.
- Employees who need a two-way radio for the night or weekend can e-mail a request to Martin Scales in Police and Security at *mscales@partners.org.*
- Employees working this weekend who have cell phones are asked to bring them into the hospital and register their cell phone number with Security staff in the Main Lobby. If there is a phone problem, cell phones can be helpful with communications.
- Any Y2K-related emergencies during the weekend should be referred to Police and Security at 6-2121.
- If media arrive or call, please page Public Affairs at beeper 2-8383.

Transportation and parking

- MBTA and commuter rail service for New Year's Eve will be free from 6 am Dec. 31 to 6 am Jan 1. Extended overnight service schedules may be obtained by calling (617) 222-3200.
- The MGH shuttle will be running from 9 am Dec. 31 to 6 am Jan. 1 from the MGH to CNY 149, stopping at North Station. It is scheduled to run in 30-minute intervals, traffic permitting.
- The Fruit Street and Parkman Street garages will be open to patients, visitors and on-duty employees only. Parking personnel will screen all individuals entering the garage from noon until 11 pm Dec. 31.
- On-duty employees will be able to park at no charge all day Dec. 31 until the end of their shift Jan. 1.
- The WACC lot and the Nashua Street Orange, Red and Brown lots will not be open for regular business but will be held vacant in case additional space is required.
- The Holiday Inn garage will be available to employees with Holiday Inn card keys.
- The CNY garage will be open to employees and the public as usual. Employees need to show their ID to exit the garage at no charge from 6 am Dec. 31 until 11:59 pm Jan. 1.

Miscellaneous

- Employees should review their department's disaster and contingency plans (internal and external).
- The Eat Street Café will be open until 8 pm Dec. 31 and will reopen Jan. 1 at 7 am. New Year's Eve snack bags, compliments of the Department of Nutrition and Food Services, will be delivered between 8 and 9 pm to areas with employees working Dec. 31, including CNY 149. Coffee Central will be open from 4 pm Dec. 31 until 1 am Jan. 1 and will offer hot sandwiches. Boxed lunches will be available at CNY 149.

December 1999 Supporting the MGH research mission

RESEARCH *Perspectives*

Double transplant helps patient fight both cancer and kidney failure

Her determination to make it to the birth of her grandson, Jake, led Janet McCourt to try an experimental treatment offered at the MGH.

Janet McCourt faced a horrible dilemma. Early in 1997 she discovered not only that her kidneys were failing but also that the organ failure was caused by multiple myeloma, a cancer of the bone marrow. Because of the cancer, she was not eligible for a kidney transplant. And because she had kidney failure, her body could not withstand the rigors of a bone marrow transplant, one possible treatment for her cancer.

McCourt received chemotherapy, which put her cancer into partial remission, and went on dialysis to replace the function of her kidneys. But she was miserable. She found dialysis and its side effects to be intolerable. She was close to giving up when she received some inspiring news: Her daughter was pregnant with what would be McCourt's first grandchild. McCourt was determined to find a way to survive to see that grandchild born, at the very least.

Her search for a better way to treat her complex medical condition brought her to see Nina Tolkoff-Rubin, MD, medical director of the MGH kidney transplantation team. Tolkoff-Rubin realized that McCourt might be a candidate for a new approach to organ transplantation being developed at the MGH, an approach that could address both aspects of her health problems by allowing her to receive both kidney and bone marrow transplants.

(Continued on Page 2)

Today's unparalleled opportunities in cancer research

This issue of *Research Perspectives* highlights bone marrow transplantation, one of many exciting areas of research in oncology at the Massachusetts General Hospital. Those of us who have devoted our professional careers to the conquest of cancer now see unparalleled opportunities for applying the results of basic research to diagnosis, treatment and ultimately prevention of this disease. The work of the MGH's laboratory and clinical scientists in bone marrow transplantation exemplifies how bench-to-bedside cooperation is truly changing the practice of medicine in ways not imagined even one decade ago.

Chabner

Others in the MGH Cancer Center are working in the fields of immunology, pharmacology and genetics to make similar strides forward. At the moment, we have introduced into clinical trials novel tumor vaccines for treatment of malignant melanoma under the leadership of Dr. Frank Haluska. Drs. Jeffrey Clark and David Ryan are conducting trials of new, "molecularly targeted" drugs that interfere with key proteins produced by genetic mutations found in gastrointestinal cancer. Dr. Michael Grossbard has been instrumental in establishing the usefulness of monoclonal antibodies in treating malignant lymphomas

These are but a few of the innovative research programs reaching MGH patients who have many different kinds of cancer. In addition to our own research, through our partnership with other Harvard hospitals, we share access to new drugs and biological agents. As partners with the Brigham and Women's Hospital and the Dana-Farber Cancer Institute, we are testing the new, antiangiogenic (blood-vessel inhibiting) peptides identified by Dr. Judah Folkman at Children's Hospital. Our research programs ensure that MGH patients have access to the newest therapies and technologies and will be the first to benefit from the rapid advances in cancer research.

Bruce Chabner, MD
Clinical Director
MGH Cancer Center

— *Double transplant helps patient*

(Continued from Page 1)

For several years, researchers at the MGH Transplantation Biology Research Center (TBRC) had been studying ways to improve the results of organ transplantation by inducing tolerance — essentially tricking the immune system into regarding a donor's organs as part of the recipient's body. Success in producing "mixed chimerism" — a blending of the two immune systems — in animals by means of bone marrow transplantation had led to additional studies to apply the transplantation-related techniques to treatment of cancers based in the bone marrow *(see accompanying story)*.

> "It's really stunning that she has normal kidney function without any immunosuppressive drugs. And the transplant seems to be fighting her cancer in ways we still don't completely understand, ways we need to explore through further research."
>
> — Thomas Spitzer, MD

The cancer studies were conducted by Megan Sykes, MD, of the TBRC in collaboration with Thomas Spitzer, MD, director of the MGH Bone Marrow Transplant Unit, and reached a significant milestone when two patients with aggressive lymphomas achieved remission after receiving mismatched bone marrow transplants through a research protocol designed to induce mixed chimerism. The accomplishment validated the principle that mixed chimerism could be achieved through new, less toxic techniques — something that was essential before the approach could be tried to help patients who needed an organ transplant.

When Tolkoff-Rubin first suggested offering this approach to McCourt, Spitzer was cautious. Because McCourt was so weakened from fighting two diseases, the research team wanted to be sure that nothing they did made her condition any worse. Fortunately, when five of McCourt's six siblings were tested as possible donors, her sister Ginny Johnson turned out to be a perfect match. With this advantage on their side, the physicians — including transplant surgeons Benedict Cosimi, MD, and Francis Delmonico, MD — put together a research protocol for a combined kidney and bone marrow transplant.

On Sept. 22, 1998, McCourt received a transplant of one of her sister's kidneys, followed immediately by an infusion of her sister's bone marrow. McCourt's recovery was fairly smooth, and she left the hospital 23 days after the procedures were completed. Throughout the early weeks of her recovery, her dosage of immunosuppressive drugs was tapered off until, on the 73rd day after the procedures, the medication was discontinued. McCourt's immune system was accepting her sister's kidney on its own.

"It's extremely gratifying to see so many years of basic research finally pay off by benefiting a patient," says David Sachs, MD, director of the TBRC. "The ability to bring our discoveries from the laboratory to patient care would not have been possible without the excellent collaborative interactions between the Organ Transplant Unit, led by Dr. Cosimi, and the Bone Marrow Transplant Unit, led by Dr. Spitzer. There are very few hospitals in the world where such close collaboration exists."

Now more than a year after the procedure, McCourt continues to need no anti-rejection drugs. Her new kidney is working fine, and her cancer is virtually undetectable. "It's really stunning that she has normal kidney function without any immunosuppressive drugs," says Spitzer. "And the transplant seems to be fighting her cancer in ways we still don't completely understand, ways we need to explore through further research."

As for McCourt, she not only has seen the birth of that first grandson , Jake, who turned 1 in May, she now has an infant granddaughter and, in August, attended the wedding of one of her sons — all family milestones she probably would not have seen otherwise.

"I was determined to fight this thing; I couldn't accept that I was going to die," she says. "Today I'm doing just great; I feel very lucky."

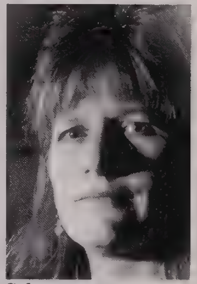
Blending immune systems to improve transplants of organs, bone marrow

Organ transplants have saved the lives of hundreds of thousands of people around the world, but their success has come at a price. To keep the recipient's body from rejecting a transplanted organ, patients must take powerful drugs that suppress the immune system. These drugs can have unpleasant side effects — they can leave the patient vulnerable to infections — and, they can be very expensive. Almost as long as transplants have been a reality, researchers have been looking for better ways to prevent rejection. One concept that has been pursued with great interest has been manipulating the recipient's immune system so that it would no longer regard the donor's tissues as foreign.

Sachs

David Sachs, MD, director of the MGH Transplantation Biology Research Center (TBRC), has been pursuing that goal for almost 30 years — first at the National Institutes of Health and since 1991 at the MGH, in collaboration with surgeons Tatsuo Kawai, MD, and Benedict Cosimi, MD, of the MGH Transplant Unit. Sachs' studies showed that it was possible to use bone marrow — the source of the body's immune system — to make a transplant recipient tolerant to organs and tissues from the donor. This tolerance was first demonstrated in mice and was achieved in monkeys in 1995.

Tolerance resulted from inducing in the recipient a state called "mixed chimerism." In mixed chimerism, elements of the two immune systems are blended and balanced to prevent both rejection of the transplanted organ and the development of graft-versus-host disease, a dangerous condition in which donor marrow attacks the recipient's body. Mixed chimerism originally was achieved in adult animals in Sachs' laboratory, and he and his team have been working to develop its application in inducing transplant tolerance. Their animal studies produced some impressive successes, with some animals surviving several years after a transplant without immunosuppressive drugs.

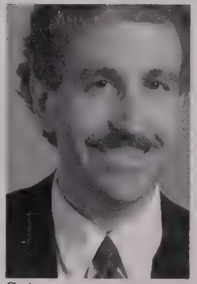

Sykes

At the same time, Megan Sykes, MD, of the TBRC has been investigating how inducing mixed chimerism through bone marrow transplantation could improve treatment of cancers of the blood or bone marrow, such diseases as leukemia and lymphoma. Bone marrow transplants have been used for years to treat these cancers with some success. But not all patients are appropriate for existing versions of the treatment, and in too many instances closely matching donors cannot be found to treat even eligible patients. Sykes thought that chimerism could help patients be treated safely with mismatched transplants and improve the success rates of matched transplants.

While animal studies for both tolerance induction and cancer treatment were promising, using bone marrow transplantation to produce chimerism in human patients was problematic. The procedure can be very harsh, even toxic, for the patient to undergo.

Standard preparation for a bone marrow transplant involves virtually destroying the recipient's own bone marrow — and hence his or her immune system — with either radiation or chemotherapy. If for some reason the donor marrow does not grow and rebuild an immune system, the recipient is permanently unprotected against infections.

What was required to allow testing of mixed chimerism to induce transplant tolerance in humans was a less toxic approach to bone marrow transplantation, something that was no more risky than a regular organ transplant. TBRC researchers met that challenge by specifically targeting the T cells, the immune system components involved in rejecting transplanted tissues, rather than wiping out the whole immune system. The technique they developed involved combining a milder course of chemotherapy that suppressed, but did not destroy, the bone marrow with monoclonal antibodies against the T cells. By essentially turning down the recipient's immune system, bone marrow from the donor could be accepted and integrated with the recipient's marrow.


Spitzer

With the availability of this less toxic preparation regimen, Sykes collaborated with Thomas Spitzer, MD, director of the MGH Bone Marrow Transplant Unit, to develop a strategy for replicating its positive results in human cancer patients. The bone marrow transplant team already had experience in carrying out procedures in which the donor and recipient were not close immunologic matches. Sykes and other researchers also had evidence that mismatched bone marrow could be even more powerful than matched marrow against certain blood cell cancers.

The MGH team first applied the less toxic preparation clinically early in 1997. A young man with advanced non-Hodgkins lymphoma that did not respond to other treatments received a mismatched bone marrow transplant from his brother. After a minor incident of graft-versus-host disease, which responded to steroid therapy, his cancer went into remission, and he remains healthy more than two years later. Other advanced lymphoma and leukemia patients have undergone the procedure in a clinical trial that continues at the hospital. Some have achieved at least partial remission, others have died of their illness, an outcome that would have been expected for all of the trial participants.

As expected, in several of these patients the mismatched bone marrow not only was accepted and integrated into their immune systems, it also appeared to mount a more powerful attack against the cancer than would be expected with standard procedures. Although the anti-cancer effect has been temporary in some patients, the researchers are investigating ways to improve that outcome as well as to reduce further the risk of graft-versus-host disease.

Despite those limitations, the research team had achieved mixed chimerism in human patients through the less toxic bone marrow transplant procedure. That accomplishment opened the door to testing whether chimerism could help a patient like Janet McCourt accept an organ transplant without long-term immunosuppression.

December 1999 Supporting the MGH research mission

Targeting the genes at the heart of cancer's chaos

At its heart, cancer is a disorder of genes. The genes that control how cells grow and multiply go awry, resulting in excessive, chaotic growth of cells. One of the earliest identified oncogenes — genes associated with the development of cancer — is one called *ras.*

"Almost one-third of all solid tumors have mutations to *ras,"* explains Jeffrey Clark, MD, of the MGH Cancer Center. *"Ras* mutations are found in 70 to 90 percent of pancreatic tumors and about 40 percent of colorectal and lung tumors. Finding agents that inhibit *ras* mutations is a major goal of a number of pharmaceutical companies."

Several of the drugs currently being tested at the MGH by Clark and his colleagues actually target a small enzyme called FT, which the protein produced by *ras* needs to carry growth signals from the cell membrane to the nucleus. These FT inhibitors have stopped the growth of *ras*-mutant tumors in cell cultures and in animals and are undergoing early tests in patients.

Clark stresses that there are a lot of questions that need to be answered about how and whether FT inhibitors may stop cancers with *ras* mutations. Knowing the identity of the genes and proteins behind a tumor's development puts researchers much closer to finding new methods of prevention and treatment.

Clark

"Pharmaceutical companies used to screen thousands of compounds that inhibited tumor growth, and those that were not too toxic in animal tests would then be put into human trials without really knowing how or why they worked. Now we know the molecules that go wrong in cancer, and we have incredible tools for screening for and targeting these molecules.

"This kind of research," he continues, "really is a collaboration among clinical researchers, the companies that develop these drugs and, most important, our patients. We owe great thanks to the thousands of patients who participate in clinical trials. Without them we could not make this progress."

Teaching the immune system to attack cancer cells

What if medicine could harness the immune system to fight cancer? Several research efforts across the country are trying to develop cancer "vaccines" that would stimulate an attack against malignant cells. Frank Haluska, MD, PhD, an MGH oncologist, is studying whether a particularly powerful element of the immune system can be used to improve treatment of melanoma.

"Melanoma actually is one of the few cancers that produces an immune response," Haluska explains, "but this response isn't strong enough to stop the tumor's growth. We're trying to understand why the immune system needs help and whether we can strengthen the immune response."

Haluska

The immune system works by recognizing tiny protein fragments called antigens, found on the surface of bacteria, viruses and other cells. In one of several major immune system activities, a special group of cells called antigen-presenting cells swallow up foreign materials in the body and break them up into bits of protein that are then displayed on the surface of the cells. There the immune system's T cells recognize the antigens and attack any cells displaying those proteins, which they have learned to regard as dangerous.

Haluska's project is focusing on a subgroup of antigen-presenting cells called "dendritic" cells. "These cells are extremely powerful, but they also are rare, making up less than 1 percent of all immune cells. We're trying to see if expanding a population of a patient's dendritic cells, specially targeted against melanoma, can produce a response powerful enough to fight the cancer."

A couple of studies currently under way at the MGH are using dendritic cells marked with melanoma antigens called gp100 and MART-1. If the strategy works for melanoma, it could pave the way for immune system strategies against other cancers.

Research Perspectives is published periodically to inform the MGH community about the hospital's comprehensive research program.

Comments, suggestions and story ideas can be submitted to Susan McGreevey, editor, at 4-2764; by fax to 6-7475; by e-mail to *smcgreevey@partners.org;* or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600.

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MGH Vital Signs: FY 1999 fourth-quarter results

A quarterly status report of hospital performance

General Hospital financial statement (in millions)

	YTD Actual	Variance to Budget	FY 1998
Net Patient Service Revenue	$709.0	$ 25.0	$667.6
Research Revenue	165.0	9.9	145.1
Other Operating Revenue	139.2	.6	127.4
Total Revenue	1,013.2	35.5	940.1
Salary and Benefits	398.3	(18.0)	367.3
Supplies and Outside Services	227.5	(30.2)	195.4
Other Operating Expenses	228.6	(.3)	207.3
Direct Research Expenses	165.0	(9.9)	145.1
Total Expenses	1,019.4	(58.4)	915.1
Current Operating Gain (Loss)	(6.2)	(22.9)	25.0
Prior-Year Adjustments	13.1	2.1	11.0
Gain (Loss) from Operations	**6.8**	**(20.8)**	**36.0**
Non-operating Gains (Losses)	6.0	(5.7)	13.8
Restructuring Charges	(3.8)	(3.8)	0.0
Net Gain / (Loss)	$ 9.1	$ (30.3)	$ 49.9

Financial overview: The MGH is reporting an operating gain of $6.8 million for FY 1999, which ended Sept. 30. This gain is approximately $21 million less than the $27.7 million gain that had been budgeted for the year, and more than $29 million less than last year's operating gain.

The FY 99 operating surplus reflects high volume, resulting in operating revenue that was $35.5 million better than budget. Overages in supply and personnel expenses, however, more than offset the favorable revenue picture, leading to a $6.2 million loss from current-year operations. The addition of $13.1 million from prior-year adjustments enabled the hospital to record its modest operating surplus. When nonoperating income and the expense for restructuring charges are factored in, the total surplus for FY 1999 is $9.1 million.

The high cost of supplies continues to be a challenge for the institution. The MGH reported an unfavorable year-end variance of $30.2 million in the supplies and outside services category. To address this issue, teams throughout the MGH have been focusing on cost reduction.

Admissions year to date September 1999 were below budget by 311, but above the prior year by 1,660.

Length of stay (LOS) year to date September 1999 was 6.15 days, compared with a budget of 6.23 days. LOS has been reduced significantly from the first quarter, which was 6.77 days compared with a budget of 6.23 days. Because of the ongoing focus to reduce LOS, the hospital saw historically low LOS in several months this past year.

Average daily census was below budget by 14 at 633.

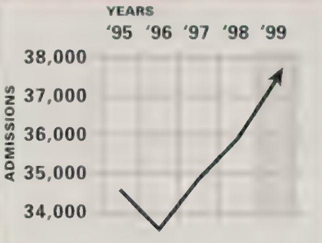
Outpatient visits exceeded both budget and fiscal year 1998 through the fourth quarter this year. The positive variance to budget is attributable to high volume at the main campus and the Emergency Department.

Observation stays were above both budget and the previous fiscal year as of September 1999. An unfavorable variance in year-to-date observation stays is seen in almost all of the hospital's services.

Admissions

FY '99 actual:	37,569
FY '99 budgeted:	37,880
FY '98 actual:	35,909
Patient days	231,176
Inpatient surgeries	15,914
Births	2,702

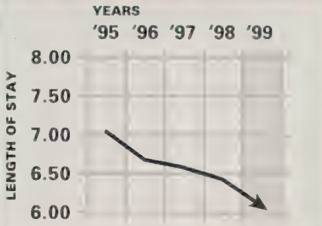
Five-year trend



Length of stay

	Days
FY '99 actual:	6.15
FY '99 budgeted:	6.23
FY '98 actual:	6.47

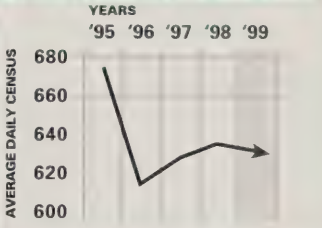
Five-year trend



Average daily census

FY '99 actual:	633
Average beds in service	847
Occupancy rate	75%
FY '99 budgeted:	647
FY '98 actual:	636

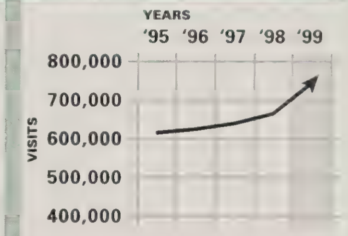
Five-year trend



Outpatient visits

FY '99 actual:	752,974
Clinic visits	416,795
Health center visits	266,281
Emergency visits	69,898
FY '99 budgeted:	701,154
FY '98 actual:	665,804
Outpatient surgeries	14,167

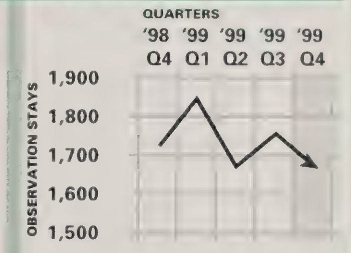
Five-year trend



Observation stays

FY '99 actual:	6,880
FY '99 budgeted:	5,705
FY '98 actual:	6,812
Chemotherapy infusion	343
Routine post-procedure recovery	1,320

Five-quarter trend



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WHAT'S HAPPENING

Winter schedule for computer training
Partners Information Systems will offer computer workshops focusing on standard Partners software applications this winter at 185 Charles River Plaza. For more information on this class and online registration, go to *http://helpdesk.partners.org/data,* and select "Training." Schedules and registration forms also are available by calling (800) 315-0895.

Clinical Research Coordinator seminars
The Clinical Research Program will host the first of a two-part series about patient recruitment strategies, Jan. 19, 11:45 am to 1 pm in the Wellman Conference Room. Bonnie Brescia, president of BBK Patient Recruitment, will discuss general advertising and recruitment techniques. Registered nurses may receive 1.2 CEUs for this course. Lunch will be provided. To register, call 6-1669 by Jan. 12.

Episcopal Christmas service
An Episcopal Christmas service will be held in the MGH Chapel, Dec. 25 at 12:30 pm.

Interhospital Women's Health Grand Rounds
Pamela S. Douglas, MD, director of Noninvasive Cardiology at Beth Israel Deaconess Medical Center and associate professor of Medicine at Harvard Medical School (HMS), will present "Cardiovascular Disease in Women," Jan. 5, 5:30 pm in the O'Keeffe Auditorium. This grand rounds is presented by HMS's Center of Excellence in Women's Health.

IN GENERAL

Darnell Williams, of Partners Human Resources, was recently elected president of the New England Conference of the NAACP.

Carol Picard, RN, PhD, associate professor and director of the Graduate Program in Nursing at the MGH Institute of Health Professions, was named vice president of the nursing honor society Sigma Theta Tau International, at the recent biennial convention in San Diego. Picard will serve a two-year term as one of five elected members on the Board of Directors, which oversees the society's efforts to improve the health of people worldwide by improving nursing scholarship.

MASSACHUSETTS
GENERAL HOSPITAL

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Submit news tips and story ideas to
Victoria Brady, editor, at 4-6433; or
Beth Baratz, assistant editor, at 4-5627;

by fax to 6-7475;

by e-mail to *Hotline@partners.org* or

by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.

www.mgh.harvard.edu/pubaffairs

MGH disaster drill with Y2K spin

It was business as usual at the monthly Safety Committee meeting Dec. 7 until a pager sounded with the message that a hospitalwide disaster drill was in effect. Most of the committee members were expecting the notice and quickly went into action mode — but this drill was different. In this scenario, the entire hospital phone system and Patient Care Information Systems (PCIS) were inoperative because of the Y2K problem, and 20 to 30 mock patients were expected to arrive in the Emergency Department from a fire in a nursing home.

According to Mike Jellinek, MD, who directed events from disaster drill headquarters on Bulfinch 2, the inclination of all the participants was to pick up the phone and alert their staff. "It was impressive how quickly everyone adjusted to both the internal and external crises," he says. "Everyone took the drill very seriously, and within minutes, we were fully operational."

Because the MGH has been planning for Y2K for the last two years, contingency plans have been put in place to handle such internal problems. "We aren't sure what will happen New Year's Eve," says Jim Noga, chief information officer for the MGH and coordinator of the hospital's Y2K planning efforts. "But we are sure that we are prepared for any problems or issues that may arise."

Most of the participants in the disaster drill considered the hospital's response to the scenario successful. Within minutes, walkie-talkies were available on each patient unit to keep key personnel informed about the drill's progress. A communications link was created with cell phones to keep all participants informed of activities. Lab staff served as runners to carry lab results from the Emergency Department to other areas. And in the Emergency Department, all staff swiftly took care of the 18 "patients" that arrived from the mock disaster.

"I was impressed by how quickly the MGH reacted to the internal disaster and then turned around to mobilize the resources to manage the external disaster," says Alasdair Conn, MD, chief of Emergency Medicine. "From the Emergency Department's perspective we were dealing with 18 patients and all internal systems were functioning normally. It is reassuring to know that the MGH can respond to multiple simulated system failures and still not miss a beat when it comes to patient care delivery."

December 23, 1999

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

’Tis the season: MGHers celebrate the holidays

MGHers kicked off the first of three hospitalwide holiday parties Dec. 13 in the WACC Lobby. Hosted by James J. Mongan, MD, president of the MGH, the party featured festive decorations, a three-piece band playing holiday favorites and many holiday snacks such as Chanukah and Christmas cookies. Mongan hosted two other holiday celebrations Dec. 14 for the late shift and staff at CNY.

All I want for Christmas is ...

Bridgette Mentzer, a patient at the MassGeneral Hospital for Children, tells Santa what she wants for Christmas this year. Volunteers from the Starlight Foundation visited patients on Ellison 17 and 18 Dec. 14 to distribute gifts and lead holiday celebration activities.

The MGH gives back to employees

In a competitive job market, specialized training and extra skills can help employees get ahead. To help support service staff at the MGH acquire the necessary skills to do their jobs well and advance in their careers, the MGH Diversity Committee, chaired by James J. Mongan, MD, MGH president, offers grants to support service employees.

The grants may total $1,500 to pay for tuition for undergraduate and certificate courses, books, supplies, transportation and support for family responsibilities such as child care.

According to Nancy Marttila, chairperson of the Support Service Employee Grant Program Committee, the grants were created because the Diversity Committee learned that retention of support service staff was a problem. "Retaining staff is valuable for employees and the MGH," she says. "Employees can increase their skills and move up the 'ladder' while the MGH holds on to employees who are trained in the specific tasks that are needed for their jobs at the hospital."

Buffy Cope

Buffy Cope, a staff assistant in the Pathology Department, received a support service employee grant in 1999 to help her learn web design. "I was taking courses at Wentworth for a degree, but they didn't offer the appropriate courses to learn web design — a skill that I need for my job," says Cope. "I looked into Northeastern University's certificate programs, but since they do not offer financial aid for certificate courses, I was unable to pay for them without the grant from the MGH." Cope recently finished her third class and is already applying her knowledge of web design in her work. She designed a web sit for Dermatopathology, and her instructor from Northeaster not only gave her an A on the project, she also is using it as an example for future classes. Cope's web site can be viewed at *www.mgh.harvard.edu/depts/dermpath/default.htm.*

Applying for a grant is simple. Applicants must complete a one-page form explaining how they will use the grant money, and then each applicant is interviewed briefly by the selection committee. The committee is comprised of MGH leaders who have contact with support service staff. "The process was really easy, and I would recommend that anybody who could benefit from the grant should apply. This grant has been beneficial both to me and the MGH," says Cope.

Along with the money awarded to recipients, mentors volunteer to help guide grantees in their career paths. Cope was paired with Joseph Kvedar, MD, of Partners Telemedicine. "Dr. Kvedar meets with me to answer questions about the courses that I am taking. He often looks over the course descriptions and advises me on which ones would be the most practical for the real world. I am honored to have him as my mentor," says Cope.

The next request for applicants will be summer of 2000. Information about applications will be posted in the all user e-mail and in *Hotline.* Jeff Davis, senior vice president for Human Resources and chair of the Grant Selection Committee, says, "I encourage all employees in general support positio to discuss this opportunity with their supervisors."

Watch future issues of *Hotline* for profiles of other grant recipients. ●

Unsung heroes receive service recognition

From left, Russell and Betty Paul, Joan DeGuglielmo, Patricia Rowell and Sally Taylor.

The MGH runs like a well-oiled machine with the service and dedication of thousands of employees. The hospital wouldn't function the same without a select group of MGHers who sometimes go unnoticed — the hospital's volunteers.

More than 1,500 volunteers devote approximately 145,000 hours of service to the hospital, performing a wide variety of tasks — from greeting visitors in the Main Lobby to assisting in a research lab.

Seven of those volunteers were recently recognized for their length of service to the MGH: Betty Paul has served 28,000 hours; Sally Taylor has served 21,000; Ellie Hackett has served 14,000; Rose Zizzo has served 12,000; and Joan DeGuglielmo, Russell Paul and Jean Swaim have served 11,000 hours.

"Volunteers soften the experience of patients, families and staff by providing support and comfort when it is needed the most," says Patricia Rowell, director of the Volunteer Department.

Department managers make the gift of life

Managers gather around to support Rev. Mary Martha Thiel as she donates blood as part of the Manager Blood Donation Program. From left, Blood Donor Center employee Natalya Stolyarova, Greg Koski, MD, Rev. Thiel, Lisa Morse, Linda Dinius, Katie Hope, Carmen Vega-Barachowitz and Martha Lynch.

In the true spirit of giving, 23 department managers throughout the hospital gave MGH patients a special gift by donating blood last week as a part of the Department Manager Blood Donation Program. The program was meant to help the MGH Blood Donor Center prepare for the holidays when donations are historically low.

"This is a tough time of year for us," says Richard Carson, operations manager of the Blood Donor Center. "It was encouraging to see so many managers take the time out of their busy schedules to come down to donate blood. We really count on the generosity of our employees to get us through periods of low donations."

The Department Manager Blood Donation Program was a part of the hospitalwide employee blood drive to help the MGH Blood Donor Center maintain a safe and adequate blood supply and minimize the purchase of blood from outside agencies.

Y2K computer information for MGHers

With only one week before the new year, there have been many concerns about Y2K-related computer viruses. The MGH Information Systems (IS) Department will be sending the most recent anti-virus signature (DAT) files through desktop updates during the next few weeks. The first update will be sent the week of Dec. 20 with more updates to follow through the week of Jan. 3. The IS Department also has helpful tips for MGHers to keep their computers virus free. For example, employees should be wary of e-mails from unfamiliar senders. They should not download anything from the Internet unless it is absolutely essential. Downloading a virus or opening an infected e-mail attachment are the most common ways of infecting a desktop with a virus.

The IS Department also warns not to believe everything that is said about viruses. There are many rumors about certain e-mails that may contain computer viruses. If any MGHer receives a forwarded e-mail about a new virus, there are many anti-virus web sites that list both existing and hoax viruses. For more information, the IS Department recommends visiting the Network Associates' web site at *http://www.nai.com./asp_set/anti_virus/library/hoaxes.asp.*

A special Y2K telecommunications phone line has been established at 4-8888 to handle phone or pager issues. Computer-related issues should be directed to the MGH IS help desk at 6-5085. MGHers are encouraged to consult with their department's Y2K contact to get answers to other questions. An MGH Y2K communications center will be in operation from Dec. 31 to Jan. 3 for Y2K-related emergencies. The center will be working with designated department representatives and senior management to coordinate responses to Y2K-related issues. ●

December 23, 1999

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MGH**HOTLINE**

WHAT'S HAPPENING

MGH Cancer Center HOPES Seminars

The MGH Cancer Center HOPES Program (Helping Our Patients/Families through Education and Support) will present educational seminars for patients, families and MGHers. HOPES is a program being offered by the Cancer Center to help those affected by cancer learn about the disease. On Jan. 5, "Packing in the Calories: Strategies for Maintaining your Weight," facilitated by Jill Oravitz, RD, of MGH Nutrition and Food Services, will be offered. Drop-in yoga will be offered Jan. 6, 13, 20 and 27. On Jan. 11, "Managing Symptoms: The Multiple Causes of Nausea and Vomiting in the Cancer Patient," facilitated by Nina Grenon, MSN, RN, CS, of the MGH Hematology Oncology Unit, and Elizabeth Johnson, RN, MSN, OCN, of MGH Patient Care Services, will be offered. All seminars are held in the Cancer Resource Room, Cox 1, noon to 1 pm. For more information, call 4-1822.

New series for advanced practice nurses

The APN Millennium Series is a monthly educational and networking session for advanced practice nurses throughout the MGH community. The first session will be offered Jan. 19, 6 to 8 pm in the O'Keeffe Auditorium. Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, will be presenting. Future sessions will be held on the second Thursday of each month. For more information, call Brian French at 6-7843.

IN GENERAL

Leo Buhler, MD, a post-doctoral fellow at the Transplantation Biology Research Center (TBRC) at MGH, received an award for one of the five best presentations at the Fifth Congress of the International Xenotransplantation Association, held in Nagoya, Japan, in October. At the same meeting, **David K.C. Cooper, MD, PhD,** a senior investigator in the TBRC, was elected president of the association for 1999-2001.

Nicole Francis, PhD, of MGH Molecular Biology, was recently awarded a Runyon-Winchell postdoctoral fellowship for her study of the "Effects of a polycomb complex on chromatin structure and remodeling *in vitro.*"

MASSACHUSETTS
GENERAL HOSPITAL

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Friends Fighting Breast Cancer

From left: Bruce Chabner, MD, of MGH Hematology Oncology; Simon Powell, MD, of MGH Radiation Oncology; Alec Bezina; Fran Gilardi; Larry Isaacson; Jan Connolly O'Neill; Jerry Younger, MD, of MGH Hematology Oncology; and Dan Haber, MD, PhD, of the MGH Cancer Center.

The Friends Fighting Breast Cancer, a nonprofit organization that raises funds for breast cancer treatment and research, recently presented a check to the Center for Cancer Risk Analysis at the MGH to help fund breast cancer research. The group donated $55,000, which was raised from a variety of fundraising efforts, including the Friend's gala event in October, as well as a viewing of Princess Diana's dresses, a fashion show by Yolanda, a golf tournament and four quilt raffles held at the MGH.

The group also presented more than 675 hand-made hats and turbans to the MGH Cancer Resource Room and the Gillette Center for Women's Cancers, Nov. 22. The hats and turbans will be distributed to women at the MGH battling cancer and hair loss. The hats are displayed on hat trees in the Gillette Center, the Infusion Unit and on MGH inpatient floors.

The next issue of *Hotline* will be published Jan. 7.

Happy Holidays!